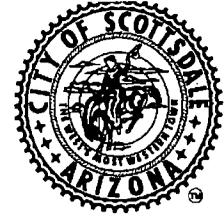


CITY COUNCIL REPORT



Meeting Date: January 11, 2016
 General Plan Element: *Economic Vitality*
 General Plan Goal: *Sustain Scottsdale as a tourist destination*

ACTION

Selection of Vendor for the Desert Discovery Center. Adopt Resolution 10261 authorizing the Mayor to sign contract 2015-234-COS for management services with Desert Discovery Center Scottsdale, Inc. (DDCS); and authorizing a FY 2015/16 General Fund Capital Contingency budget appropriation transfer totaling \$1,696,900 to a newly created capital project to be titled 'Desert Discovery Center Business Plan and Feasibility Analysis' that will be funded by Tourism Development Funds; and, initiating an amendment to the existing Municipal Use Master Site Plan (MUMSP) for a Desert Discovery Center (DDC) on approximately 30 acres of city owned land located just north of the existing Gateway to the Preserve trailhead on Thompson Peak Parkway.

BACKGROUND

The purpose of this action is to establish a capital project to be titled 'Desert Discovery Center Business Plan and Feasibility Analysis'; award a professional services contract to DDCS to serve as the operator/manager for the Desert Discovery Center; and initiate the process for an amendment to the existing Municipal Use Master Site Plan (MUMSP) for the Desert Discovery Center which was approved in 2007.

The proposed project includes development of programming and planning for the future Desert Discovery Center. Under the terms of the proposed contract, DDCS will work with an architect to provide a schematic architectural design, and will develop a business plan for the DDC.

The City's selection of DDCS to perform this work is the result of direction from Council to staff to issue a Request for Qualifications (RFQ) at a March 24, 2015 Work Study session. Council also recommended that staff follow steps similar to those used for creation of the Scottsdale Museum of the West to move the DDC process forward.

The City received one response to the RFQ, from DDCS. Staff is requesting Council approval of a contract with DDCS and designation of funding for the initial phase of services for the DDC.

Funding for this scope of work is available in the Tourism Development Fund. Of the \$1,696,900 being requested, \$726,900 will fund contract 2015-234-COS, which includes the professional services to be provided by DDCS, Inc. as shown in Exhibit A of the contract. In addition to this contract amount, \$700,000 are included in the requested project amount to pay for architectural services to provide preliminary plans which are suitable for processing a Municipal Use Master Site Plan. The City, with assistance from DDCS, will select the architect to perform these services. The

remaining project funding will cover costs incurred directly by staff to manage the process and a \$150,000 project contingency.

The project will require approval of an updated Municipal Use Master Site Plan prior to producing final construction documents and obtaining building permits. When schematic development plans are ready for review, the MUMSP will be brought forward to City Council for approval.

ANALYSIS & ASSESSMENT

Recent Staff Action

On May 13, 2015, staff issued an RFQ seeking a qualified vendor who has demonstrated professional expertise in environmental education, management, construction and display of exhibits, special attraction programming, and the launching and marketing of facilities similar to the Desert Discovery Center. The RFQ anticipated multiple steps necessary to ultimately lead to a completed and operating facility and it provided flexibility for the city to contract with the successful respondent for one or more of the steps for development of the facility. Staff anticipates multiple contracts will be necessary with the vendor during the development of the project.

The RFQ closed on July 16, 2015 with a single submittal by Desert Discovery Center Scottsdale, Inc. The proposal was responsive to all of the RFQ requirements. A team of five managers from various city departments reviewed and then graded the response. The average grade given to the proposal response was 895 on a scale of 1000 points. The review panel also recommended further negotiations with the Desert Discovery Center, Inc. for the next phase of development of the facility.

On September 8, 2015, Council directed staff to begin contract negotiations with Desert Discovery Center Scottsdale, Inc. for management services for the Desert Discovery Center and directed the City Treasurer to review and recommend potential funding sources for these services.

On December 9, 2015, the McDowell Sonoran Preserve Commission recommended that Preserve Funds not be used as the source of funding for this scope of work.

On December 15, 2015, the Tourism Development Commission recommended approval of \$1,696,000 in Tourism Development Funds for this scope of work.

Community Involvement

During the master planning phase, the design team and City staff will meet with the Tourism Development Commission and various stakeholders. Meetings will also be held with the general public. After the plan is refined into a Municipal Use Master Site Plan, the plan will be processed through the Development Review Board and Planning Commission before reaching the City Council for approval of the MUMSP.

The vendor will provide a public outreach plan in cooperation with city staff. During the design phase, public meetings will be held for the purpose of soliciting community input. Additional input will be received during the Municipal Use Master Site Plan approval process.

RESOURCE IMPACTS

Available Funding

The professional services contract, design services, overhead costs and contingencies will be funded by Tourism Development Funds.

Staffing, Workload Impact

Current city staff will manage the services described in the contract with DDCS. Staff will also manage the selection of the architect, with input from DDCS.

OPTIONS & STAFF RECOMMENDATION

Recommended Approach: Adopt Resolution 10261 authorizing the Mayor to sign contract 2015-234-COS for management services with Desert Discovery Center Scottsdale, Inc.; and authorizing a FY 2015/16 General Fund Capital Contingency budget appropriation transfer totaling \$1,696,900 to a newly created capital project to be titled 'Desert Discovery Center Business Plan and Feasibility Analysis' that will be funded by Tourism Development Funds; and, initiating a Municipal Use Master Site Plan for the purpose of amending the existing MUMSP for a Desert Discovery Center on approximately 30 acres of city owned land located just north of the existing Gateway to the Preserve trailhead on Thompson Peak Parkway.

Proposed Next Steps:

Following City Council approval, staff will execute a contract with DDCS and work cooperatively with them to select a qualified design team. The cooperative efforts of city staff, DDCS and design team will facilitate the master planning process. Staff will bring the Municipal Use Master Site Plan to Council for approval after a public input process.

RESPONSIBLE DEPARTMENTS

Public Works Division, Capital Project Management

Preserve Planning & Administration

Tourism Development

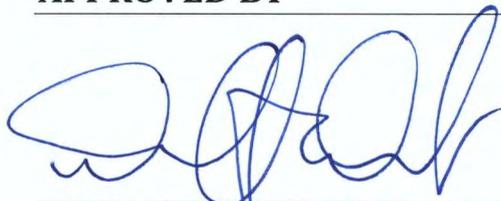
STAFF CONTACTS

Derek Earle, City Engineer, dearle@scottsdaleaz.gov

Kroy Ekblaw, Preserve Director, keblaw@scottsdaleaz.gov

Steve Geiogamah, Tourism Development Manager, sgeiogamah@scottsdaleaz.gov

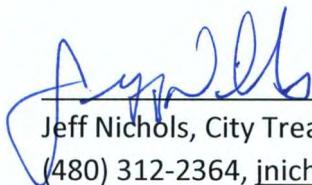
APPROVED BY



Daniel J. Worth, Director, Public Works
(480) 312-5555, dworth@scottsdaleaz.gov

12-28-15

Date



Jeff Nichols, City Treasurer
(480) 312-2364, jnichols@scottsdaleaz.gov

12/29/15

Date



Brian K. Biesemeyer, Acting City Manager
(480) 312-2800, bbiesemeyer@scottsdaleaz.gov

12/29/15

Date

ATTACHMENTS

1. Resolution 10261
2. Professional Services Contract 2015-234-COS
3. Statement of Qualifications from DDCS, Inc.
4. Minutes of December 9, 2015 McDowell Sonoran Preserve Commission meeting
5. Minutes of December 15, 2015 Tourism Development Commission meeting

RESOLUTION 10261

A RESOLUTION OF THE COUNCIL OF THE CITY OF SCOTTSDALE, MARICOPA COUNTY, ARIZONA, AUTHORIZING THE MAYOR TO EXECUTE CONTRACT 2015-234-COS BETWEEN THE CITY AND DESERT DISCOVERY CENTER SCOTTSDALE, INC. FOR MANAGEMENT SERVICES TO PRODUCE A BUSINESS PLAN AND FEASIBILITY ANALYSIS; AND AUTHORIZE A FY 2015/16 GENERAL FUND CAPITAL CONTINGENCY BUDGET APPROPRIATION TRANSFER TO A NEWLY CREATED CIP PROJECT TO BE TITLED "DESERT DISCOVERY CENTER BUSINESS PLAN AND FEASIBILITY ANALYSIS", TO BE FUNDED BY TOURISM DEVELOPMENT FUNDS; INITIATING AN AMENDMENT TO THE EXISTING MUNICIPAL USE MASTER SITE PLAN FOR THE DESERT DISCOVERY CENTER ON APPROXIMATELY 30 ACRES OF CITY OWNED LAND LOCATED JUST NORTH OF THE EXISTING GATEWAY TO THE PRESERVE TRAILHEAD ON THOMPSON PEAK PARKWAY

The City desires to contract for management services with Desert Discovery Center Scottsdale, Inc. for a Desert Discovery Center on approximately 30 acres of city owned land located just north of the existing Gateway to the Preserve Trailhead on Thompson Peak Parkway; and

The City selected Desert Discovery Center Scottsdale, Inc. by means of a competitive, qualifications based process to provide the management services that the City seeks; and

The City desires to create a new capital project titled "Desert Discovery Center Business Plan and Feasibility Analysis" and authorize a FY 2015/16 General Fund Capital Contingency budget appropriation transfer totaling \$1,696,900 to the new capital project that will be funded by Tourism Development Funds.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Scottsdale, Arizona, as follows:

- Section 1. The Mayor of the City of Scottsdale is hereby authorized and directed to execute Architectural Services Contract 2015-234-COS between the City and Desert Discovery Center Scottsdale, Inc. for management services to produce a business plan and feasibility analysis.
- Section 2. The City Council of the City of Scottsdale authorizes a FY 2015/16 General Fund Capital Contingency budget appropriation transfer totaling \$1,696,900 to a newly created CIP project to be titled "Desert Discovery Center Business Plan and Feasibility Analysis" to be funded by Tourism Development Funds.
- Section 3. Authorization is given to initiate an amendment to the existing Municipal Use Master Site Plan for the Desert Discovery Center on approximately 30 acres of City owned land located just north of the existing Gateway to the Preserve Trailhead on Thompson Peak Parkway.

PASSED AND ADOPTED by the City Council of the City of Scottsdale, Arizona this ____ day of _____, 2016.

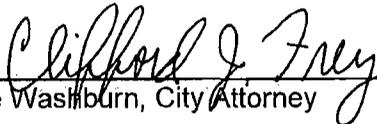
ATTEST:

City of Scottsdale, an
Arizona Municipal Corporation

Carolyn Jagger, City Clerk

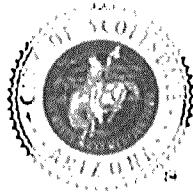
W. J. "Jim" Lane,
Mayor

APPROVED AS TO FORM:



Bruce Washburn, City Attorney

By: Clifford J. Frey,
Senior Assistant City Attorney



**CITY OF SCOTTSDALE
PROFESSIONAL SERVICES CONTRACT
CONSULTING SERVICES
DESERT DISCOVERY CENTER SCOTTSDALE, INC.**

THIS CONTRACT, entered into this _____ day of January, 2016, between the City of Scottsdale, an Arizona municipal corporation, the "City," and the Desert Discovery Center Scottsdale, Inc., an Arizona non-profit corporation, the "Consultant".

WITNESSETH

The City has protected significant acreage in the northeast part of Scottsdale known as the McDowell Sonoran Preserve; and

It is the desire of the City to consider development of a facility to be known as the Desert Discovery Center, dedicated to introducing Arizona residents and tourists alike to the wonders of the Sonoran desert through conservation and environmental education, including its history, uniqueness, and sustainability, through many varied and instructional exhibits, special programming, and research; and

The City desires to contract with a Consultant to assist with the evaluation of the City's existing Phase II Feasibility Study, which was located at the Gateway to the Preserve, and update recommendations of the uses in this Phase II Feasibility Study and from this, assist in the planning, development, and design of the Desert Discovery Center; and

The Mayor of the City of Scottsdale is authorized and empowered by provisions of the City Charter to execute contracts for professional services; and

The City desires to contract for consulting services for the Desert Discovery Center; and

The Consultant is duly qualified to perform the requested services.

AGREEMENT

IN CONSIDERATION of the mutual promises and obligations stated in this Contract, the parties agree as follows:

1.0 DESCRIPTION, ACCEPTANCE, DOCUMENTATION

Consultant will act under the authority and approval of the Contract Administrator for the City, as named below, to provide the professional services required by this Contract.

1.1 SERVICE DESCRIPTION

The entire Request for Qualifications No. 15SQ015 identified as "Request for Statements of Qualifications-Desert Discovery Center at the Gateway to the McDowell Sonoran Preserve" is incorporated into this Contract by this reference as fully as if written out below.

If any provision incorporated by reference from the Request for Qualifications conflicts with any provision of the Contract or is in any way inconsistent with any provision of this Contract, this Contract will control.

1.2 SCOPE OF WORK

The Consultant will act under the authority and approval of the Contract Administrator to provide the consulting services required by this Contract. The Consultant is assigned the tasks specified in the Scope of Work, attached hereto as Exhibit "A," and by this reference made a part hereof. Consultant must obtain all necessary information needed to complete the tasks specified for timely completion of the Scope of Work. Each task will be reviewed and approved by the Contract Administrator to determine acceptable completion.

All documents, including but not limited to, data compilations, studies, and reports which are prepared and paid for by the City in the performance of this Contract are to be and remain the property of the City and are to be delivered to the Contract Administrator before final payment is made to the Consultant.

1.3 ARCHITECT

The City shall be solely responsible for the solicitation of and contracting with a qualified Architect pursuant to the provisions of Arizona Revised Statutes, Title 34. Consultant will be given an opportunity to be a part of the selection process, but the final decision on what Architect to select will be exclusively that of the Scottsdale City Council. In accordance with the provisions of the Scope of Work, Consultant will have input into the design of the Desert Discovery Center, but the final design approval will be that of the City. It is anticipated that as a part of this Contract, the Architect will be tasked with completion of well-developed schematic plans.

2.0 BILLING RECORDS, AUDIT, FEES

2.1 BILLING RECORDS, AUDIT

The time spent for each task must be recorded and submitted to the Contract Administrator. Consultant must maintain all books, papers, documents, accounting records and other evidence pertaining to time billed and to costs incurred and makes these materials available for audit by the City in accordance with Section 4.7 of this Contract.

2.2 FEE SCHEDULE

The amount paid to Consultant inclusive of all expenses under this Contract must not exceed \$726,900. Consultant will be paid according to following schedule:

Consultant may submit monthly work in progress billings for services rendered together with applicable documentation as directed by the Contract Administrator. Consultant must submit to the Contract Administrator for approval, any out-of-pocket travel or other incidental expenses to be billed to the City.

2.3 PAYMENT APPROVAL

All charges must be approved by the Contract Administrator before payment.

2.3.1 PAYMENT TERMS

The City of Scottsdale's payment terms are payment within thirty (30) days after approval by Contract Administrator. In no event will payment be made prior to receipt of an original invoice containing invoice and proper reference numbers. The City is not liable for delays in payment caused by failure of the Vendor or Consultant to send invoice to the address specified below:

City of Scottsdale
Capital Project Management
7447 E. Indian School Road, Suite 205
Scottsdale, Arizona 85251-4468

3.0 TERM, EXTENSION, TERMINATION

3.1 TERM AND EXTENSION

Term of the Contract is for a period of eighteen (18) months from the effective date of this contract. In the event that any tasks remain incomplete after the specified completion time period, continuation of this Contract will be subject to written approval by the Contract Administrator and the Public Works Director. The City and Consultant may mutually agree to extend this Contract upon the recommendation of the Contract Administrator and the concurrence of the Public Works Director without returning to Council. This Contract must be approved by the City Council of the City of Scottsdale, Arizona, signed by its Mayor and attested by the City Clerk.

3.2 TERMINATION

Termination for Convenience: City reserves the right to terminate this Contract or any part of this Contract for its sole convenience with thirty (30) days' written notice. In the event of any termination, Consultant must immediately stop all work, and must immediately cause any of its suppliers and Subcontractors to cease all work. As compensation in full for services performed to the date of termination, the Consultant will receive a fee for the percentage of services actually completed. This fee will be in the amount to be mutually agreed upon by the Consultant and the City, based on the agreed Scope of Work. If there is no mutual agreement, the Contract Administrator will determine the percentage of completion of each task detailed in the Scope of Work and the Consultant's compensation will be based upon this determination. The City will make this final payment within sixty (60) days after the Consultant has delivered the last of the partially completed items. Consultant will not be paid for any work done upon receipt of the notice of termination, nor for any costs incurred by Consultant's suppliers or Subcontractors, which Consultant could reasonably have avoided.

Cancellation for Cause: City may also cancel this Contract or any part of this Contract with seven (7) days' notice for cause in the event of any default by the Consultant, or if the Consultant fails to comply with any of the terms and conditions of this Contract. Unsatisfactory performance as judged by the Contract Administrator and failure to provide City, upon request, with adequate assurances of future performance will all be causes allowing City to cancel this Contract for cause. In the event of cancellation for cause, City will not be liable to Consultant for any amount, and Consultant will be liable to City for any and all damages sustained by reason of the default which gave rise to the termination.

In the event Consultant is in violation of any Federal, State, County or City law, regulation or ordinance, the City may cancel this Contract immediately upon giving notice to the Consultant.

If the City cancels this Contract or any part of the Contract services, the City will notify the Consultant in writing, and upon receiving notice, the Consultant must discontinue advancing the work and proceed to close all operations.

Upon cancellation, the Consultant must deliver to the City all drawings, if any, special provisions, reports, and other documents, entirely or partially completed, in any format, including but not limited to written or electronic media, together with all unused materials supplied by the City. Use of incomplete data will be at the City's sole responsibility.

The Consultant must appraise the work it has completed and submit its appraisal to the City for evaluation. At that time, the Consultant will be entitled to be paid for Work performed and accepted by the City before the default.

If the Consultant fails to fulfill in a timely and proper manner its obligations, or if the Consultant violates any of the terms of this Contract, the City may withhold any payments to the Consultant for the purpose of setoff until the exact amount of damages due the City from the Consultant is determined by a court of competent jurisdiction.

If the City improperly cancels the Contract for cause; the cancellation for cause will be converted to a termination for convenience in accordance with the provisions of this Section.

3.3 FUNDS APPROPRIATION

If the City Council does not appropriate funds to continue this Contract and pay for charges, the City may terminate this Contract at the end of the current fiscal period. The City agrees to give written notice of termination to the Consultant at least thirty (30) days before the end of its current fiscal period and will pay to the Consultant all approved charges incurred through the end of this period.

4.0 GENERAL TERMS

4.1 ENTIRE AGREEMENT

This Contract constitutes the entire understanding of the parties and supersedes all previous representations, written or oral, with respect to the specified services. This Contract may not be modified or amended except by a written document, signed by authorized representatives of each party.

4.2 ARIZONA LAW

This Contract is governed and interpreted according to the laws of the State of Arizona.

4.3 MODIFICATIONS

Any amendment, modification or variation from the terms of this Contract must be in writing and will be effective only after approval of all parties signing the original Contract.

4.4 ASSIGNMENT

Services covered by this Contract may not be assigned or sublet in whole or in part without first obtaining the written consent of the Purchasing Director and Contract Administrator.

4.5 SUCCESSORS AND ASSIGNS

This Contract extends to and is binding upon Consultant, its successors and assigns, including any individual, company, partnership or other entity with or into which Consultant merges, consolidates or is liquidated, or any person, corporation, partnership or other entity to which Consultant sells its assets.

4.6 CONTRACT ADMINISTRATOR

The Contract Administrator for the City will be (contract administrator) or designee. The Contract Administrator will oversee the execution of this Contract, assist the Consultant in accessing the organization, audit billings, approve payments, establish delivery schedules, approve addenda, and assure Certificates of Insurance are in City's possession and are current and conform to the Contract requirements. The Consultant must channel reports and special requests through the Contract Administrator.

4.7 RECORDS AND AUDIT RIGHTS

The City may audit all of the Consultant's records, calculations, and working documents pertaining to this work at a mutually agreeable time and place.

Consultant's records (hard copy, as well as computer readable data), and any other supporting evidence considered necessary by the City to substantiate charges and claims related to this Contract must be open to inspection and subject to audit and/or reproduction by City's authorized representative to the extent necessary to adequately permit evaluation and verification of cost of the work, and any invoices, change orders, payments or claims submitted by the Consultant or any of his payees in accordance with the execution of the Contract. The City's authorized representative must be afforded access, at reasonable times and places, to all of the Consultant's records and personnel in accordance with the provisions of this section throughout the term of this Contract and for a period of three (3) years after last or final payment.

Consultant must require all Subcontractors, insurance agents, and material suppliers (payees) to comply with the provisions of this section by insertion of these requirements in a written Contract Agreement between Consultant and payee. These requirements will also apply to any and all Subcontractors.

If an audit in accordance with this section, discloses overcharges, of any nature, by the Consultant to the City in excess of 1% of the total Contract billings, the actual cost of the City's audit must be reimbursed to the City by the Consultant. Any adjustments and/or payments which must be made as a result of any such audit or inspection of the Consultant's invoices and/or records must be made within a reasonable amount of time (not to exceed ninety (90) days) from presentation of City's findings to Consultant.

4.8 ATTORNEY'S FEES

In the event either party brings any action for any relief, declaratory or otherwise, arising out of this Contract, or on account of any breach or default, the prevailing party will be entitled to receive from the other party reasonable attorneys' fees and reasonable costs and expenses, determined by the court sitting without a jury, which will be considered to have accrued on the commencement of the action and will be enforceable whether or not such action is prosecuted to judgment.

4.9 INELIGIBLE BIDDER

The preparer of specifications is not eligible to submit a bid or proposal on the solicitation for which they prepared the specification, nor is the preparer eligible to supply any product to a bidder or offeror on the solicitation for which they prepared the specification.

4.10 INDEPENDENT CONTRACTOR

The services Consultant provides under the terms of this Contract to the City are that of an Independent Contractor, not an employee, or agent of the City. The City will report the value paid for these services each year to the Internal Revenue Service (I.R.S.) using Form 1099.

City will not withhold income tax as a deduction from contractual payments. As a result of this, Consultant may be subject to I.R.S. provisions for payment of estimated income

tax. Consultant is responsible for consulting the local I.R.S. office for current information on estimated tax requirements.

4.11 CONFLICT OF INTEREST

The Consultant warrants that it has not employed or retained any company or person, other than a bona fide employee working solely for the Consultant, to solicit or secure this Contract, and that it has not paid or agreed to pay any person or persons, other than a bona fide employee working solely for the Consultant any fee, commission, percentage, brokerage fee, gifts or any consideration, contingent upon or resulting from the award or making of this Contract. For breach or violation of this warranty, City will have the right to cancel this Contract without liability or in its discretion to deduct from the Contract price or consideration, or otherwise recover the full amount of any fee, commission, percentage, brokerage fee, gift or contingent fee, together with costs and attorney's fees.

The City may cancel any Contract or Agreement, without penalty or obligation, if any person significantly involved in initiating, negotiating, securing, drafting or creating the Contract on behalf of the City's departments or agencies is, at any time while the Contract or any extension of the Contract is in effect, an employee of any other party to the Contract in any capacity or a Consultant to any other party to the Contract with respect to the subject matter of the Contract. The cancellation will be effective when written notice from the City is received by all other parties to the Contract, unless the notice specifies a later time (A.R.S. §38-511).

4.12 NOTICES

All notices or demands required to be given in accordance with the terms of this Contract must be given to the other party in writing, delivered by hand or registered or certified mail, at the addresses stated below, or to any other address the parties may substitute by written notice given in the manner prescribed in this section.

In the case of Consultant:

Sam Kathryn Campana
7801 E. San Miguel
Scottsdale, AZ 85250
(602) 390-3452

In the case of City:

Gary Meyer
Capital Project Management
7447 E. Indian School Road, #205
Scottsdale, AZ 85251
(480) 312-2367

Notices will be considered received on date delivered, if delivered by hand, and on the delivery date indicated on receipt if delivered by certified or registered mail. Notice by facsimile or electronic mail is not adequate notice.

4.13 FORCE MAJEURE

Neither party will be responsible for delays or failures in performance resulting from acts beyond their control. These acts include, but are not be limited to, acts of God, riots, acts of war, epidemics, governmental regulations imposed after the fact, fire, communication line failures, or power failures.

4.14 TAXES

Consultant is solely responsible for any and all tax obligations which may result out of the Consultants performance of this Contract. The City has no obligation to pay any amounts for taxes, of any type, incurred by the Consultant.

4.15 ADVERTISING

No advertising or publicity concerning the City using the Consultant's services shall be undertaken without prior written approval of such advertising or publicity by the City of Scottsdale Contract Administrator and by the City Attorney.

4.16 COUNTERPARTS

This Contract may be executed in one or more counterparts, and each originally executed duplicate counterpart of this Contract will be considered to possess the full force and effect of the original.

4.17 CAPTIONS

The captions used in this Contract are solely for the convenience of the parties, do not constitute a part of this Contract and are not to be used to construe or interpret this Contract.

4.18 SUBCONTRACTORS

During the performance of the Contract, the Consultant may engage any additional Subcontractors as may be required for the timely completion of this Contract. The addition of any Subcontractors requires that the Consultant first obtain the approval of the City.

In the event of subcontracting, the sole responsibility for fulfillment of all terms and conditions of this Contract rests with the Consultant.

The Consultant will pay its Subcontractors within seven (7) calendar days of receipt of each progress payment from the City. The Consultant will pay for the amount of the Work performed by each Subcontractor as accepted and approved by the City with each progress payment. In addition, any reduction of retention, if any, by the City will result in a corresponding reduction to Subcontractors who have performed satisfactory work. The Consultant will pay Subcontractors the reduced retention within fourteen (14) calendar days of the payment of the reduction of the retention to the Consultant. No Contract between the Consultant and its Subcontractors may materially alter the rights of

any Subcontractor to receive prompt payment and retention reduction as provided in this Contract.

If the Consultant fails to make payments in accordance with these provisions, the City may take any of one or more of the following actions and the Consultant agrees that the City may take these actions:

- A. To hold the Consultant in default under this Contract;
- B. Withhold future payments including retention until proper payment has been made to Subcontractors in accordance with these provisions.
- C. Reject all future offers to perform work for the City from the Consultant for a period not to exceed 1 year from the completion date of this project; or
- D. Cancel this Contract.

4.19 CHANGES IN THE WORK

The City may at any time, as the need arises, order changes within the scope of the work without invalidating the Contract. If any changes increase or decrease the amount due under the Contract documents, or in the time required for performance of the work, an equitable adjustment will be authorized by written Change Order.

The City will execute a formal Change Order based on detailed written quotations from the Consultant for work related changes and/or a time of completion variance. All Change Orders are subject to approval by the City.

Contract Change Orders are subject to the Rules and Procedures within the City's Procurement Code.

4.20 COMPLIANCE WITH FEDERAL AND STATE LAWS

The Consultant understands and acknowledges the applicability of the Americans with Disabilities Act, the Immigration Reform and Control Act of 1986 and the Drug Free Workplace Act of 1989 to it. In addition, the Consultant understands and acknowledges the applicability of A.R.S. §34-301 and 34-302.

4.21 IMMIGRATION LAW COMPLIANCE

Under the provisions of A.R.S. §41-4401, the Consultant warrants to the City that the Consultant and all its Subcontractors will comply with all Federal Immigration Laws and regulations that relate to their employees and that the Consultant and all its Subcontractors now comply with the E-Verify Program under A.R.S. §23-214(A).

A breach of this warranty by the Consultant or any of its Subcontractors will be considered a material breach of this Contract and may subject the Consultant or Subcontractor to penalties up to and including termination of this Contract or any subcontract. The Consultant will take appropriate steps to assure that all Subcontractors comply with the requirements of the E-Verify Program. The Consultant's failure to assure compliance by all its' Subcontractors with the E-Verify Program may be considered a material breach of this Contract by the City.

The City retains the legal right to inspect the papers of any employee of the Consultant or any Subcontractor who works on this Contract to ensure that the Consultant or any Subcontractor is complying with the warranty given above.

The City may conduct random verification of the employment records of the Consultant and any of its' Subcontractors to ensure compliance with this warranty. The Consultant agrees to indemnify, defend and hold the City harmless for, from and against all losses and liabilities arising from any and all violations of these statutes.

4.25 NO PREFERENTIAL TREATMENT OR DISCRIMINATION

In accordance with the provisions of Article II, Section 36 of the Arizona Constitution, the City will not grant preferential treatment to or discriminate against any individual or group on the basis of race, sex, color, ethnicity or national origin.

4.26 INDEMNIFICATION

To the fullest extent permitted by law, Consultant, its successors, assigns and guarantors, must defend, indemnify and hold harmless City of Scottsdale, its agents, representatives, officers, directors, officials and employees from and against all allegations, demands, proceedings, suits, actions, claims, damages, losses, expenses, including but not limited to, attorney fees, court costs, and the cost of appellate proceedings, and all claim adjusting and handling expense, related to, arising from or out of, or resulting from any negligent or intentional actions, acts, errors, mistakes or omissions caused in whole or part by Consultant relating to work or services in the performance of this Contract, including but not limited to, any Subcontractor or anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable and any injury or damages claimed by any of Consultant's and Subcontractor's employees.

Insurance provisions stated in this Contract are separate and independent from the indemnity provisions of this section and must not be construed in any way to limit the scope and magnitude of the indemnity provisions. The indemnity provisions of this section must not be construed in any way to limit the scope and magnitude and applicability of the insurance provisions.

4.27 OWNERSHIP OF PROJECT DOCUMENTS

All documents, including but not limited to notes, records, data compilations, studies, and reports in any format, including but not limited to, written or electronic media, by and between the Consultant and City Representatives, prepared in the performance of this Contract will remain the property of the City and must be delivered to the Contract Administrator before final payment is made to the Consultant.

When the work detail covers only the preparation of preliminary reports or documents, there will be no limitations upon the City concerning use of the ideas or recommendations in the reports or documents. The City will release the Consultant from any liability for the preparation and use of preliminary reports or documents.

Any use of the project documents for purposes other than intended under this Contract will be at the sole risk of the City, and the Consultant will not be liable for any losses or injuries arising out of that use.

4.28 COMPLETENESS AND ACCURACY

The Consultant will be responsible for the completeness and accuracy of work prepared by the Consultant and will correct, at its expense, all errors or omissions which may be disclosed. The cost to correct those errors will be chargeable to the Consultant. Additional work or construction added to the project will not be the responsibility of the Consultant unless the need for additional work or construction was created by any error, omission, or negligent act of the Consultant. The City's acceptance of the Consultant's work will not relieve the Consultant of any of its responsibilities. The professional standard to which the Consultant is held will be that of a similar Consultant as practiced in the State of Arizona.

4.29 ALTERATIONS OR ADDITIONS TO SCOPE OF SERVICES

The total Scope of the Consulting Services to be performed is stated in this Contract. Any services requested outside the scope of work are additional services. The Consultant will not perform these additional services without a written Change Order approved by the City. If the Consultant performs additional services without a Change Order, the Consultant will not receive any additional compensation.

4.30 EQUAL EMPLOYMENT OPPORTUNITY

During the performance of this Contract, the Bidder will follow the Federal government's guidelines to ensure that employees or applicants applying for employment will not be discriminated against because of race, color, religion, sex or national origin.

4.31 EVALUATION OF CONSULTANT'S PERFORMANCE

The Consultant will be evaluated regarding its performance of this Contract. This evaluation will include, but not be limited to, the following consideration for:

- Completeness
- Accuracy
- Utility Coordination
- Technical Expertise
- Organization
- Appearance of Plans (linework, lettering, etc.)
- Working Relationship with City Staff and Others
- Availability
- Communication Skills (meetings, correspondence, etc.)

This evaluation will be prepared by the staff and used to evaluate the desirability to proceed with negotiations for additional services.

4.32 THIRD PARTY BENEFICIARY

Nothing under the Contract Documents will be construed to give any rights or benefits in the Contract Documents to anyone other than the City and the Consultant, and all duties and responsibilities undertaken in accordance with the Contract Documents will be for the sole and exclusive benefit of the City and the Consultant and not for the benefit of any other party.

4.33 CONSULTANT ON SITE SAFETY REPORTING REQUIREMENTS

For any non-construction City supplier whose service Contract(s) (either singular or in aggregate) results in the Consultant working 500 or more hours on site at a City of Scottsdale location(s) in any one calendar quarter, the following documentation must be provided by the Consultant to the Contract Administrator (CA):

- the Consultant's most recent OSHA 300A (if applicable);
- all accident reports for injuries that occurred in the City under the Contract during the most recent review period;
- the Consultant's current worker's compensation experience modifier;
- the above information is to be provided to the CA initially and every February thereafter as long as the Contract is in force;
- the CA will provide this information to Risk Management when requested.

5.0 INSURANCE

A current standard Acord Certificate is acceptable.

Failure to provide an appropriate Certificate of Insurance will result in rejection of your certificate and delay in Contract execution.

Additionally, Certificates of Insurance submitted without referencing an RFP and Contract number will be subject to rejection and returned or discarded.

5.1 Insurance Representations and Requirements

5.1.1 General: Consultant agrees to comply with all applicable City ordinances and state and federal laws and regulations. Without limiting any obligations or liabilities of Consultant, Consultant must purchase and maintain, at its own expense, the stipulated minimum insurance with insurance companies duly licensed by the State of Arizona (admitted insurer) with an AM Best, Inc. rating of B ++ 6 or above or an equivalent qualified unlicensed insurer by the State of Arizona (non-admitted insurer) with policies and forms satisfactory to City of Scottsdale. Failure to maintain insurance as specified may result in termination of this Contract at City of Scottsdale's option.

5.1.2 No Representation of Coverage Adequacy: By requiring insurance, City of Scottsdale does not represent that coverage and limits will be adequate to protect Consultant. City of Scottsdale reserves the right to review any and all of the insurance policies and/or endorsements cited in this Contract but has no obligation to do so. Failure to demand evidence of full compliance with the insurance requirements stated in this Contract or failure to identify any insurance deficiency will not relieve Consultant from, nor be construed or considered a waiver of, its obligation to maintain the required insurance at all times during the performance of this Contract.

5.1.3 Coverage Term: All insurance required by this Contract must be maintained in full force and effect until all work or services required to be performed

under the terms of this Contract are satisfactorily performed, completed and formally accepted by the City of Scottsdale, unless specified otherwise in this Contract.

5.1.4 Claims Made: In the event any insurance policies required by this Contract are written on a "claims made" basis, coverage shall continue uninterrupted throughout the term of this Contract by keeping coverage in force using the effective date of this Contract as the retroactive date on all "claims made" policies. The retroactive date for exclusion of claims must be on or before the effective date of this Contract, and can never be after the effective date of this Contract. Upon completion or termination of this Contract, the "claims made" coverage shall be extended for an additional three (3) years using the original retroactive date, either through purchasing an extended reporting option; or by continued renewal of the original insurance policies. Submission of annual Certificates of Insurance, citing the applicable coverages and provisions specified herein, shall continue for three (3) years past the completion or termination of this Contract

5.1.5 Policy Deductibles and or Self-Insured Retentions: The policy requirements may provide coverage which contain deductibles or self-insured retention amounts. These deductibles or self-insured retention must not be applicable with respect to the policy limits provided to City of Scottsdale. Consultant is solely responsible for any deductible or self-insured retention amount. City of Scottsdale, at its option, may require Consultant to secure payment of the deductible or self-insured retention by a surety bond or irrevocable and unconditional Letter of Credit.

5.1.6 Use of Subcontractors: If any work under this Contract is subcontracted in any way, Consultant must execute a written agreement with Subcontractor containing the same Indemnification Clause and Insurance Requirements as stated in this Contract protecting City of Scottsdale and Consultant. Consultant is responsible for executing the agreement with Subcontractor and obtaining Certificates of Insurance verifying the insurance requirements.

5.1.7 Evidence of Insurance and Required Endorsements: Before starting any work or services under this Contract, Consultant must furnish City of Scottsdale with Certificate(s) of Insurance, or formal endorsements as required by this Contract, issued by Consultant's insurer(s) as evidence that policies are placed with acceptable insurers as specified in this Contract and provide the required coverage, conditions, and limits of coverage and that this coverage and the provisions are in full force and effect. If a Certificate of Insurance is submitted as verification of coverage, City of Scottsdale will reasonably rely upon the Certificate of Insurance as evidence of coverage but this acceptance and reliance will not waive or alter in any way the insurance requirements or obligations of this agreement. If any of the above cited policies expire during the life of this Contract, it is Consultant's responsibility to forward renewal Certificates within ten (10) days after the renewal date containing all the aforementioned insurance provisions. Certificates must specifically cite the following provisions endorsed to the Consultant's policy:

1. City of Scottsdale, its agents, representatives, officers, directors, officials and employees must be named an Additional Insured under the following policies:
 - a) Commercial General Liability
 - b) Auto Liability
 - c) Excess Liability - Follow Form to underlying insurance as required.

2. Consultant's insurance must be primary insurance as respects performance of subject Contract.
3. All policies, except Professional Liability insurance, if applicable, waive rights of recovery (subrogation) against City of Scottsdale, its agents, representatives, officers, directors, officials and employees for any claims arising out of work or services performed by Consultant under this Contract.
4. If the Consultant receives notice that any of the required policies of insurance are materially reduced or cancelled, it will be Consultant's responsibility to provide prompt notice of same to the City, unless such coverage is immediately replaced with similar policies.

5.2 Required Coverage

5.2.1 Commercial General Liability: Consultant must maintain "occurrence" form Commercial General Liability insurance with a limit of not less than \$1,000,000 for each occurrence, \$1,000,000 Products and Completed Operations Annual Aggregate, and a \$1,000,000 General Aggregate Limit. The policy must cover liability arising from premises, operations, independent Consultants, products-completed operations, personal injury and advertising injury. If any Excess insurance is utilized to fulfill the requirements of this section, the Excess insurance must be "follow form" equal or broader in coverage scope than underlying.

5.2.2 Professional Liability: If Consultant hires any subcontractor for any professional services or work, or if Consultant engages in any professional service or work adjunct or residual to performing the work under this Contract, Consultant must maintain itself, or require its Subcontractor to maintain Professional Liability insurance covering errors and omissions arising out of the work or services performed by Consultant, or anyone employed by Consultant, or anyone for whose acts, mistakes, errors and omissions the Subcontractor or Consultant are legally liable, with liability insurance limits of \$1,000,000 each claim and \$2,000,000 all claims.

5.2.2 Vehicle Liability: Consultant must maintain Business Automobile Liability insurance with a limit of \$500,000 each occurrence on Consultant's owned, hired, and non-owned vehicles assigned to or used in the performance of the any Consultant's work or services under this Contract. If any hazardous material, as defined by any local, state or federal authority, is the subject, or transported, in the performance of this Contract, an MCS 90 endorsement is required providing \$5,000,000 per occurrence limits of liability for bodily injury and property damage. If any Excess insurance is utilized to fulfill the requirements of this section, the Excess insurance must be "follow form" equal or broader in coverage scope than underlying.

5.2.4 Workers Compensation Insurance: Consultant must maintain Workers Compensation Insurance to cover obligations imposed by federal and state statutes having jurisdiction of Consultant's volunteers and/or employees engaged in the performance of work or services under this Contract and must also maintain Employers' Liability insurance of not less than \$100,000 for each accident, \$100,000 disease for each volunteer and \$500,000 disease policy limit.

6.0 SEVERABILITY AND AUTHORITY

6.1 SEVERABILITY

If any term or provision of this Contract is found to be illegal or unenforceable, then despite this illegality or unenforceability, this Contract will remain in full force and effect and the term or provision will be considered to be deleted.

6.2 AUTHORITY

Each party warrants and represents that it has full power and authority to enter into and perform this Contract, and that the person signing on behalf of each has been properly authorized and empowered to enter this Contract. Each party further acknowledges that it has read this Contract, understands it, and agrees to be bound by it.

7.0 REQUEST FOR TAXPAYER I.D. NUMBER & CERTIFICATION I.R.S. W-9 FORM

Upon request, the Consultant shall provide the required I.R.S. W-9 Form which is available from the IRS website at www.irs.gov under their forms section.

8.0 SOFTWARE LICENSES

If The Consultant provides to the City any software licenses, the following provisions apply:

8.1 SOURCE CODE AVAILABILITY

- A. The Consultant must furnish the City, without charge, a single copy of the Source Code for the Software immediately upon the occurrence of any of the following:
 - 1. The Consultant becomes insolvent; or
 - 2. The Consultant ceases to conduct business; or
 - 3. The Consultant makes a general assignment for the benefit of creditors; or
 - 4. A petition is filed in Bankruptcy by or against the Consultant.
- B. Use of the Source Code must be subject to the same restrictions as the Software itself.
- C. The City must have the right to modify the Source Code in any manner the City believes is appropriate, provided that the Source Code as modified must remain subject to the restrictions of Section 8.1(B).

8.2 PROPRIETARY PROTECTION

- A. The City agrees that if the Consultant informs the City that the Software is confidential information or is a trade secret property of the Consultant; the Software is disclosed on a confidential basis under this Contract and in accordance with the terms of this Contract.
- B. The Consultant must not use or disclose any knowledge, data or proprietary information relating to the City obtained in any manner.

C. As permitted by Arizona Law, the parties agree that during the term of this Contract and of all Licenses granted under this Contract, and for a period of 7 years after termination of this Contract and of all licenses granted by this Contract, to hold each others' confidential information in confidence. The parties agree, unless required by government regulations or order of court, not to make each others' confidential information available in any form to any third party or to use each other's confidential information for any purposes other than the implementation of this Contract. However, if the Consultant's confidential information is requested to be divulged under the provisions of the Arizona Public Records Act, A.R.S., Title 39, the Consultant must reimburse the City for the full cost of the City's refusal to release the information, including the costs of litigation, the City's attorney fees, fines, penalties or assessments of the opposing party's attorney fees. Each party agrees to take all reasonable steps to ensure that confidential information is not disclosed or distributed by its employees or agents in violation of the provisions of this Contract.

D. NON-INFRINGEMENT

The Consultant warrants that the Software provided to the City does not and will not infringe upon or violate any patent, copyright, trade secret or other proprietary or property right of any person or entity.

In the event of a claim against the City asserting or involving such an allegation, the Consultant will defend, at the Consultant's expense, and will indemnify and hold harmless the City against any loss, cost, expense (including attorney fees) or liability arising out of the claim, whether or not the claim is successful. In the event an injunction or order is obtained against use of the Software, or if in the Consultant's opinion the Software is likely to become the subject of a claim of infringement, the Consultant will, at its option and its expense:

1. Procure for the City the right to continue using the Software; or
2. Replace or modify the software so that it becomes non-infringing (this modification or replacement must be functionally equivalent to the original); or
3. If neither 1 nor 2 is practicable, repurchase the Software on a depreciated basis utilizing a straight line 5 year period, commencing on the date of acceptance.

8.3 THIRD PARTY LICENSE

The Consultant must sublicense to the City any and all third party Software required in this Contract. The City reserves the right to accept or reject third party license terms. If the City rejects the terms of a third party license, it will be the Consultant's responsibility to negotiate acceptable terms or to supply Software from another source with terms acceptable to the City. The City's acceptance of the third party license terms will not be unreasonably withheld.

8.4 DATA CONFIDENTIALITY

A. As used in this Contract, data means all information, whether written or verbal, including plans, photographs, studies, investigations, audits, analyses, samples, reports, calculations, internal memos, meeting minutes, data field notes, work product, proposals, correspondence and any other similar documents or information prepared by or obtained by the Consultant in the performance of this Contract.

- B. The parties agree that all data, including originals, images, and reproductions, prepared by, obtained by, or transmitted to the Consultant in connection with the Consultant's performance of this Contract is confidential and proprietary information belonging to the City.
- C. The Consultant will not divulge data to any third party without first obtaining the written consent of the City. The Consultant will not use the data for any purposes except to perform the services required under this Contract. These prohibitions will not apply to the following data provided the Consultant has first given the required notice to the City:
 - 1. Data, which was known to the Consultant before its performance under this Contract unless the data was acquired in connection with the Work performed for the City;
 - 2. Data which was acquired by the Consultant in its performance under this Contract and which was disclosed to the Consultant by a third party, who to the best of the Consultant's knowledge and belief, had the legal right to make disclosures and the Consultant is not otherwise required to hold the data in confidence; or
 - 3. Data, which is required to be disclosed by virtue of law, regulation, or court order to which the Consultant is subject.
- D. In the event the Consultant is required or requested to disclose data to a third party, or any other information to which the Consultant became privy as a result of any other Contract with the City, the Consultant will first notify the City as required in this Article of the request or demand for the data. The Consultant will give the City sufficient facts so that the City can be given an opportunity to first give its consent or take any action the City may consider appropriate to protect the data or other information from disclosure.
- E. Unless prohibited by law, within ten (10) days after completion of services for a third party on real or personal property owned or leased by the City, the Consultant will promptly deliver, as stated in this Article, a copy of all data to the City. All data will continue to be subject to the confidentiality requirements of this Contract.
- F. The Consultant assumes all liability for maintaining the confidentiality of the data in its possession and agrees to compensate the City if any of the provisions of this Article are violated by the Consultant, its employees, agents or Subconsultants. Solely for the purposes of seeking injunctive relief, it is agreed that a breach of this Article will be considered to cause irreparable harm that justifies injunctive relief in court

(Signatures on next page.)

The City of Scottsdale by its Mayor and City Clerk has subscribed their names on the date and year written above.

CITY OF SCOTTSDALE

By: _____
W. J. "Jim" Lane, Mayor

ATTEST:

By: _____
Carolyn Jagger, City Clerk

CONSULTANT
Desert Discovery Center Scottsdale, Inc.

By: _____
Christine Kovach, Chairman

CITY OF SCOTTSDALE REVIEW:

By: _____
James Flanagan
Purchasing Director

CITY CONTRACT ADMINISTRATOR:

By: _____
Gary Meyer

By: _____
Katherine Callaway
Risk Management Director

APPROVED AS TO FORM:

Bruce Washburn, City Attorney
By: Clifford J. Frey
Senior Assistant City Attorney

**EXHIBIT "A"
SCOPE OF WORK**

DESERT DISCOVERY CENTER SCOTTSDALE, INC.

CITY OF SCOTTSDALE

**DESERT DISCOVERY CENTER AT THE GATEWAY TO THE MCDOWELL SONORAN
PRESERVE**

RELATIONSHIPS

This Scope of Work is presented by the Desert Discovery Center Scottsdale, Inc. (DDCS), an Arizona nonprofit corporation, formed with the intent of collaborating with the City of Scottsdale in a public/private partnership to bringing the Desert Discovery Center (DDC) to fruition. This Scope of Work represents the initial contract between both entities to prepare Programming, Planning and Schematic Development plans for the DDC. There may be subsequent modifications to this contract or additional contracts to continue DDCS involvement through design, construction, operation, and management of the DDC.

This Scope describes the proposed activities of DDCS staff: Sam Campana, Executive Director and Randy Schilling, Development Director and the following independent contracted entities:

Building Art - project management
Person Group & Fingerpaint - communications team
ConsultEcon - business plan development
ASU - research and education integration
TBD - experience designer and branding consultant
Dr. Robert Breunig - in-house experience consultant

TASK DESCRIPTIONS

The tasks identified in this Scope of Work will provide the information needed to help guide and direct the decision making as the DDC progresses in the current planning and design stages. Since the 2010 Phase II Study was conducted, there have been changes in the economy, the tourism market, the City's demographics, education and research-based tourism trends, emerging technology, exhibit trends, the Preserve has expanded, and other relevant matters that provide the basis and need for revisiting and reimagining the DDC concept.

Scottsdale's Desert Discovery Center will be *the* focal point for local and global experiences, education, research, and dialogue about human interaction with arid environments. Located at the main entrance to the 30,200-acre McDowell Sonoran Preserve – the largest urban preserve in the United States – the DDC will provide authentic, authoritative exhibits, programs and experiences for residents, students, visitors, researchers, environmentalists, public officials and many other groups. Through research conducted on site, the DDC will continuously provide the data on living and thriving in arid/desert areas around the world. The Desert Discovery Center is the latest example of Scottsdale's historic commitment to environmental stewardship. The

DDC complements projects such as the Indian Bend Wash Greenbelt Flood Control Project, the Native Plant Ordinance, the Environmentally-Sensitive Land Ordinance, voter approval of the sales-tax-funded McDowell Sonoran Preserve, and the setting aside of one-third of Scottsdale's 185 square miles as open space. The DDC also embodies Scottsdale's long-standing ethos of fostering public-private partnerships, economic vitality, healthy living, volunteerism, and life-long learning.

The DDCS is learning from other places, outstanding existing projects and is committed to hearing expert voices to make the DDC a world-class destination focused on providing inspiring, educational, immersive, entertaining, and fun experiences for both residents and visitors, completing the 20-year old objective of the McDowell Sonoran Preserve.

The following describes the specific work effort to accomplish the initial City contract per the RFQ.

Step One and Step Two are to be completed over an 18 month period as described in the DDCS' Statement of Qualifications submitted on July 16, 2015.

100 PROJECT MANAGEMENT

101 PROJECT MEETINGS

A DDCS representative will attend city meetings where the DDC is on the agenda. A Project Kickoff meeting will be held with all contractual parties and the DDCS Board to review contracts, scope, schedule, and to provide the city with requirements set forth in the city contract.

102 MONTHLY PAY REQUEST

In accordance with the terms of the Contract, the DDCS will process monthly pay requests from its consultants and submit monthly pay requests to the city with a project update and proper hourly billing for each pay request.

103 EXPENSES & ALLOWANCES

Consultant expenses for travel, lodging, and vehicle rental and other expenses have been estimated. Consultant trip related expenses will be invoiced without markup. The DDCS has estimated reimbursable expenses for planned workshops, events, and meeting as well as other overhead expenses for mileage, printing, handouts, office space, phones, utility cost. Actual expenses will be invoiced with a 10% markup.

Project Allowances have been estimated for DDCS reimbursable expenses described in the DDCS Scope of Work but not included in other expenses: experience designer, creative agency consultants, visioning facilitator, services related to Architectural Design Team selection. Use of the project allowances are dependent on prior city approval.

104 PRIOR CONTRIBUTED SERVICES

As suggested by the DDC Phase III Task Force, the Desert Discovery Center Advocates, now the DDCS, formed in the summer of 2013 to conduct community outreach, a private sector fundraising feasibility study, explore and develop potential partnerships, and demonstrate the community support for the DDC. Through contributions from community leaders, foundations,

corporations, citizens, DDCA Board and Advocates, and in-kind gifts, the DDCS has made significant progress in advancing the project.

The following decisions are considered an integral component of the contributed services provided:

Academic Partner:

As stated in the SOQ, the DDCS believes that the DDC vision must be expanded from the Phase II assumptions in order to become a significant environmental and research institution that is a global destination for information about desert ecology and transformative desert experiences. In the DDCS' opinion, a critical component was adding a primary academic partner. The DDCS established goals, conducted interviews, and documented its analysis and conclusions.

DDC Outreach & Advocates:

Over 200 meetings by the DDCS Executive Director were held with individuals, tourism leaders, MSC, county management, state department heads including Tourism and Game & Fish, chambers of commerce, economic development leaders, business leaders, conservation organizations, and others, to present a comprehensive overview of the DDC concept.

Over 250 individuals signed on as Advocates as a result of this effort, and many became donors.

DDC Legal Team:

The DDCS concurs with the City Council's approval of the DDC location at the Gateway entrance to the McDowell Sonoran Preserve in Case No. 10-UP-2006, which identified the DDC as the second phase of the Gateway. To clarify the application of the Preserve Ordinance to the DDC site, the DDCS assembled an independent and experienced legal team to review city ordinances, case law, and legal precedents related to the DDC. The five member legal team met as a group initially, then subsequently had follow-up one-on-one discussions with City staff and attorneys, and is currently drafting a legal brief to clarify the consistency of the location of the DDC in the Preserve with the Preserve Ordinance. The Final DDC Legal Brief is being prepared as a part of this Scope of Work.

200 DDC PROGRAMMING & PLANNING

201 REVISIT PROJECT MISSION STATEMENT, VISION & OBJECTIVE

With the inclusion of our Academic Partner on the DDCS Team, the previous Phase II Study Mission Statement will be reconsidered. The creation of a thoughtful, engaging, and inspiring vision for the project is a critical step in the center's planning and design process. Two workshops will be held to revisit the DDC Visioning: Mission Statement, Vision, and Objectives. A local experienced facilitator will lead the DDCS, city staff, ASU, tourism representative, and other identified stakeholders in this process.

Deliverable: Project Visioning Paper

202 DEFINE 'SUCCESS' FOR DESERT DISCOVERY CENTER

"Coming together is the beginning, working together is progress and staying together is success"- Henry Ford. Lofty and exciting goals have always been the focus for the DDC. A Workshop will be held to establish a common definition of success and identify future success milestones with the DDCS, city staff, ASU, tourism representative, and other identified collaborators.

Deliverable: Defining Project Success

203 IDENTIFY THE DDC EXPERIENCE

Identify and learn about the various types of DDC visitors is vital to program and experience creation. What are the motivators and attributes of DDC visitors? How would/could they use the DDC and what would attract them to the DDC? How do different types of visitors learn, what do they enjoy, and what experiences do they respond to are only a sample of the important characteristics that will guide the DDC's planning process. This task will be conducted by a marketing/research/consultant firm with input from DDCS and the business consultant. The results will guide development of programming and experiences, and ultimately lead to venue/facility construction design recommendations, brand development and a detailed marketing strategy of the DDC in Step 307 and will be applicable throughout this Scope of Work. Two workshops will be held: one to establish goals and parameters and one to present results and discuss applications.

Deliverable: Identifying Customers and Customer Experience

204 PARTNERSHIP ANALYSIS & SELECTION GUIDELINES

Important to the DDC success will be the engagement of companies, organizations and institutions that have a complementary interest with the DDC. Two workshops are planned to formulate an approach to selecting appropriate supporting organizations and institutions. First Workshop will develop Partnership Selection Guidelines and will be implemented in Step 301. Arizona State University (ASU) has been selected as the Academic Partner for the DDC. A Second Workshop will identify and integrate roles and responsibilities of the Academic Partner at the DDC. Some key partners will be identified and folded in during this step, while others will emerge naturally and be involved in later steps.

Deliverable: DDC Partnership Selection Guidelines

205 RESEARCH & EDUCATION PROGRAM APPROACH

The approach to planning research and education programming will also be developed by the DDCS and ASU through at least three workshops. The first Workshop will focus on local environmental research offerings and experiences both on the Sonoran Desert and other arid environments. The workshops activities include brainstorming sessions followed by more detailed development during 302. The DDCS/ASU partnership goal is to develop scenarios that build on the existing MSC/COS Preserve research and citizen scientist programs.

The second Workshop will focus on global research and outreach partnerships with comparable institutions in arid environments. Particular attention will be paid to the potential operational for funded research and the infrastructure within the DDC complex required to attract projects of international scope and stature. ASU will moderate this Workshop. The Education Workshop will focus on identifying various age groups, including school groups, families, tourists, organizations as well as adult learning opportunities that generate DDC attendance and engagement. ConsultEcon will moderate this workshop.

Deliverable: Research & Education Program

206 FUNDRAISING PLAN, FEASIBILITY STUDY AND 'LIKELY' CONTRIBUTORS

Having raised over \$232,000 in cash plus additional in-kind contributions prior to this contract, the DDCS has already been engaged in significant fundraising. The DDCS will prepare a DDC Fundraising Feasibility Study that will assess donor's opinions and interest in the DDC and possible capital and operations funding support. Donor solicitation will occur in Step 308 and expand to include a national and international reach. Throughout the extent of the contract, the DDCS Development Director will continue to cultivate prospects and qualify them for the project.

Deliverable: DDC Fundraising Feasibility Study

207 IDENTIFY AND EVALUATE LEGAL AND REGULATORY SITE ISSUES

The DDCS has already assembled a legal team to review the Preserve Ordinance and the approved Municipal Use Master Site Plan (MUMSP) specifying the placement of the DDC at the Gateway main entrance to the McDowell Sonoran Preserve, as the second phase of the MUMSP. In order to formulate and finalize the 'Legal Brief' one working session will be necessary.

Deliverable: DDC Legal Brief

208 EXPERIENCE DESIGNER SELECTION

The DDCS will be responsible for Experience Designer Selection that will create and shape the visitor experience. Designers will be asked to start with the Phase II Feasibility Report 'Adaptation' concept and the Customer and Customer Experience deliverable in Step 203 to refine the themes to incorporate emerging presentation and programming trends, plus tourism, technology and social networking strategies into their plan and advance how these experiences will be manifested in the facility. Innovative and imaginative approaches to the way visitors learn that blur the lines between entertainment and education will be explored. ASU's recent demonstrations linking high-level research with K-12 education and outreach will be referenced as a key consideration in a design brief for creating world class desert environment experience facilities. A Workshop will be held to develop selection guidelines. Prominent experience consultants will be invited to present to the DDCS, ASU, tourism representative and city staff. DDCS' in-house exhibit consultant, Dr. Robert Breunig, will moderate the designer interviews. The selected experience design firm(s) will be asked to prepare a scope of work and fee proposal. Experience Design creation will occur in Step 304 and coordinate with Step 302. A per diem charge and travel, lodging and food reimbursable expenses for each exhibit designer is included in Step 104, Expenses & Allowances.

Deliverable: Experience Designer(s) Contract

209 ARCHITECTURAL SERVICE SELECTION- PROGRAMMING

The DDCS requests that the city solicit for architectural programming services to analyze, evaluate, and update the Phase II conceptual plan. The architectural service contract shall include project preliminary site plans, floor plans and building massing. In order to facilitate the selection, the DDCS Team offers to review the Architectural Request for Qualifications and be

involved with the selection process for this Team. Including the Architect in the early planning steps would be preferred.

Deliverable by others: Approved Architectural Service Contract

210 ARCHITECTURAL PROGRAMMING

The selected architectural programmer will, in collaboration with the DDCS, ASU, city, experience designer, business consultant, tourism representative, and other stakeholders and consultants as identified, develop the parameters for DDC spatial needs and design. The Phase II building program will be the starting point for the revised DDC building's program based on the major destination attraction recommendation. As a result of the final analysis the architect will participate with city staff in preparing and obtaining a Municipal Use Master Site Plan amendment approval. A series of four workshops will be conducted by the architect to collect input from identified stakeholders, partners, the public, ASU, MSC and the tourism community.

Deliverable prepared by Architect: DDC Building Program & MUMSP

211 BUSINESS PLAN UPDATE

The DDCS will reanalyze and update the Phase II DDC Business Plan, for DDC operations once opened. This will include but not be limited to updating market conditions, evaluating any changes in DDC Programs, Partners, or in the external environment since the Phase II DDC Business Plan. This update will also include evolving DDC concepts, such as the potential for externally funded world-class research from local, federal and global sources. These will be factors included in adjusting DDC potential attendance, earned revenues and operating expenses. ConsultEcon's services will be a part of this work.

A second Business Plan Update will be prepared in schematic phase (see 306). During the course of project implementation subsequent to this contract, the DDC business plan will be updated as needed to reflect changes in the project or the external environment. In addition to the DDC Business Plan, a Business Plan for DDCS will be prepared to outline the strategies, actions, timing, and resource allocation to advance the planning and execution to create and open the DDC. This DDCS business plan will be updated and detailed on an ongoing basis during the development process.

Deliverable: DDC Business Plan Update

212 COMPREHENSIVE COMMUNICATION PLAN

The Person Group and Fingerpaint will be responsible for preparing the project's Communication Plan to educate and inform the public and key stakeholders as the DDC progresses and solicit input. The Plan will consider collateral materials, social networking, website development, apps, media relationships, and other public involvement measures, in addition, to assisting city staff with presentations to Boards, Commissions and City Council.

Deliverable: DDC Communication Plan

213 FUNDING ALTERNATIVES

As public-private partners, the DDCS will assist, as appropriate, city staff with the investigation and recommendation of various capital and operational funding sources for the DDC that may involve non-traditional methods. The coordination with the city of potential funding sources will be ongoing and also occur in Step 308.

300 DDC SCHEMATIC DEVELOPMENT

301 INSTITUTIONAL INTEGRATION

As the nature of the DDC becomes clearer, the DDC will forge relationships with key public and private entities and institutions. These relationships will generate interest and cachet, and bring expertise, experience, diversity, and financial strength to the DDC. In Schematic Development the DDCS will formulate clusters of supporting organizations, companies, and institutions and identify their roles.

Deliverable: Establish and develop partnerships

302 RESEARCH AND EDUCATION PROGRAM DEVELOPMENT

The DDC will provide transformative experiences and appropriate amenities for residents and tourists. The DDC will be the focal point for local and global experiences, education, research and dialogue about human interaction with and sustainability in arid environments. ASU will lead research program development and include other research partners, the experience design consultant (as needed) and other important collaborators. An overarching goal of the DDC is to educate, therefore educational programming is a key component to the DDC experience and will be woven throughout the center's offerings, intended to inform, inspire, and entertain residents and visitors. During Schematic Development the research and education programs will be expanded into staffing and facility requirements. The DDCS academic partner, ASU, will lead this effort.

Deliverable: Research and Education Program Requirements

303 PILOT EDUCATIONAL PROGRAM

Prior to opening the DDC as a unique desert-oriented destination focused on education and research, the DDCS will begin its educational program offerings early. The DDCS, ASU and other educational partners will develop and conduct programs and curriculum for select age groups at a variety of venues.

Deliverable: Pre-opening DDC Educational Offerings Plan

304 EXPERIENCE DESIGN DEVELOPMENT

The experience designer(s) selected in Step 208, will start with the 'adaptation' concept for interpretation and exhibits, and revisit and re-imagine the DDC's experience concept. Drawing from the results of earlier tasks in this Scope of Work, themes, and experience design creation will emerge. Two workshops will be conducted to establish experience and exhibit direction. The Experience Program will be a "roadmap" for future experience opportunities and spatial design. The document will outline the mix of permanent exhibits, changing exhibits, demonstrations, learning spaces, etc. and fold in education, and research program offerings.

Deliverable: DDC Experience Program

After the DDC Experience Program is completed, the experience designer will continue the exercise to develop storyboards and exhibit spaces, and work with the architect in the creation of spatial and other technical requirements. Key stakeholders and partners will contribute to reviewing and commenting on the storyline.

Deliverable: DDC Interpretative Program & Experience Storyboards

305 ARCHITECTURAL SCHEMATIC DEVELOPMENT

Working with the DDC Building Program and the experience designer, the architect will prepare the DDC Schematic Development documents to create a world-class visitor amenity. The preparation of schematic plans will contain site and floor plans, elevations, character renderings and a project estimate of probable construction cost. The DDCS will be involved in key meetings and decisions concerning the DDC architectural design. Special emphasis will be placed on sustainable design principles that attract residents and tourists and the appropriateness of facility siting and profile within the desert setting. The Schematic Development package will be the basis for developing capital fundraising collateral materials.

Deliverable by Architect: Schematic Development Package

306 BUSINESS PLAN UPDATE II

The DDC Business Plan will be revised to reflect the adopted program of spaces and designs; and the planned interpretive, educational, conservation and program elements of the plan. Also to be included are the findings and plans for partnerships, fundraising, marketing and brand development. As noted in 211, the DDCS will update the DDC business plan as needed.

Deliverable: DDC Business Plan Update II

307 MARKETING AND BRAND DEVELOPMENT

A global education and research destination attraction requires a comprehensive marketing strategy and clear brand recognition well in advance of opening. This task will begin in step 203 and expand here - building upon the vision, and pursued in parallel with the visitor experience, programming, exhibitry, and conceptual facility design.

Deliverable: Marketing and Brand Strategy

308 FUNDRAISING COMMITMENTS

The DDCS intends to call upon its academic partner and advocates to play significant roles in the project's formulation and evaluation. For example, ASU has committed to provide specialized expertise from the School of Sustainability, the School of Earth and Space Exploration, the School of Public Service and Community Solutions and the School of Life Sciences to advise the planning and establishment of the DDC research and education program. ASU expertise for guidance and evaluation during the program planning process is contributed at no cost to the City of Scottsdale or the DDCS. Over the course of 18 months, this translates to hundreds of hours of contributed effort on the part of ASU. This pledge for

recognized experts in the field of research, education, tourism, sustainability and international organization is unmatched in terms of value to the project's success.

Other commitments for advice and evaluation by DDCCS Advocates may provide services that offset air travel, accounting services, audit review, public relations, legal advice, administration, printing, and office space. The value of the ASU and Advocates commitment is critical to the DDC development but is not considered included in this contract. However, the value to the DDC public/private partnership will be considerable.

Until the project's location, programming, uses, experience concepts, and architectural plans are available to show prospective donors, only limited fundraising can occur. During the program and planning steps outlined in this scope of work, the DDCCS will develop and seek donations from sources that support the DDC. Significant in-kind donations are expected to sponsor and support ongoing efforts such as DDCCS workshops, meetings and other items. The DDCCS is committed to offset this city contract fee by \$270,000 in future cash and in-kind contributions. Donations in excess of the offset amount will be for DDCCS use.

Deliverable: List of in-kind and other contributions

309 PUBLIC OUTREACH

At key points in the process, the DDCCS will conduct community outreach with stakeholders, organizations, and the public as defined in the Communication Plan. There are two outreach events planned to update and inform supporters and partners upon the DDCCS contract award, and at end of conceptual development. Conducting, monitoring, and refining ongoing web, media and social media communication, including email blast, FAQ's, select open houses, and marketing collateral, etc. will provide advocates and the public with DDC information. The DDC Communication Team will develop graphic presentation materials for capital and operations fundraising using the architect's and experience designer's deliverables. Also, they will be responsible for graphic presentation of the Strategic Planning Report.

Deliverable: Meeting handouts, collateral materials and DDC SPR

310 DDCCS CEO, BOARD OF DIRECTORS, & ADVISORS

The DDC will not be a typical static center or museum. It will be active, engaging, conducting great new research and bring exciting ideas, innovations, and opportunities to residents and visitors. This will require unique leadership with unique expertise. It is critical the DDC President/CEO be involved in providing input on final plans, construction and lead the opening and operation of the DDC. This process will clarify the qualities, traits, and experiences needed by prospective DDCCS CEO candidates. Next it will begin the search for candidates. It is anticipated that the CEO search will require 12 to 16 months, and may exceed the anticipated initial contract timeframe.

Deliverable: CEO Qualities and Criteria Paper

Nearly as important as the DDCCS CEO is the development of the DDCCS Board, Advisory Board and volunteer base. Further, the DDCCS will recruit a Capital Campaign (Fundraising) Chairman and create a committee charged with raising private donations.

311 DDC STRATEGIC PLANNING REPORT

The DDCS will prepare a compendium of programming and design deliverables that occurred during the first DDCS/COS contract. The draft DDC Strategic Planning Report will be released for review and comment by city staff and selected groups. A Final DDC Strategic Planning Report will reflect the draft comments and reflect the next step in the DDC development.

Deliverable: Preliminary and Final DDC Strategic Planning Report

312 BOARD, COMMISSIONS AND CITY COUNCIL PRESENTATIONS

DDCS staff will be available to attend and assist city staff with Strategic Planning Report presentations to Boards, Commissions, City Council and the public.

End of DDCS Scope of Work

DDC PLANNING & SCHEMATIC DEVELOPMENT CONTRACT

10/27/2015

| SCOPE OF WORK | | TASK TOTAL |
|---------------|--|------------|
| 100 | Project Management | |
| 101 | Attend Workshops and Meetings | 60,473.50 |
| 102 | Monthly Project Report & Pay Applications | 18,585.50 |
| 103 | Expenses & Allowances | see below |
| 104 | Prior Contributed Services | see below |
| Subtotal | | 79,939.00 |
| 200 | DDC Programming & Planning | |
| 201 | Revisit Mission Statement and Vision | 8,698.00 |
| 202 | Define 'Success' for the Desert Discovery Center | 11,878.00 |
| 203 | Identify DDC Experience | 26,188.00 |
| 204 | Partnership Analysis & Selection Guidelines | 7,514.00 |
| 205 | Research & Education Program Approach | 11,748.00 |
| 206 | Fundraising Feasibility Study | 20,384.00 |
| 207 | Identify and Evaluate Legal & Regulatory Issues | 2,327.50 |
| 208 | Experience Designer Selection | 12,138.00 |
| 209 | Architectural Service Selection | 8,438.00 |
| 210 | Architectural Programming | 22,168.00 |
| 211 | Business Plan Update | 35,230.00 |
| 212 | Comprehensive Communication Plan | 16,845.00 |
| 213 | Funding Alternatives | 10,080.00 |
| Subtotal | | 193,525.00 |
| 300 | DDC Schematic Development | |
| 301 | Institutional Integration | 16,548.00 |
| 302 | Research & Education Development | 11,094.00 |
| 303 | Pilot Education Program | 7,815.00 |
| 304 | Experience Design | 36,640.00 |
| 305 | Architectural Schematic Development | 31,198.00 |
| 306 | Business Plan Update II | 43,376.00 |
| 307 | Marketing & Brand Development | 3,486.50 |
| 308 | Fundraising Commitments | 92,080.00 |
| 309 | Public Involvement | 73,028.00 |
| 310 | DDCS CEO, Board of Director & Advisory Board | 11,402.00 |
| 311 | DDC Strategic Planning Report | 13,498.00 |
| 312 | Boards, Commissions and City Council Presentations | 15,433.00 |
| Subtotal | | 354,818.00 |

| | | |
|---|-----------|---------------------|
| CONSULTANT FEE TOTAL | \$ | 628,282.00 |
| CONSULTANT EXPENSES | \$ | 52,490.00 |
| DDCS EXPENSES | \$ | 111,128.00 |
| ALLOWANCES | \$ | 205,000.00 |
| CONTRACT SUB TOTAL | \$ | 996,900.00 |
| FUTURE CONTRIBUTED SERVICES | \$ | (270,000.00) |
| CONTRACT AMOUNT | \$ | 726,900.00 |
| PRIOR CASH CONTRIBUTION NOT INCLUDING IN-KIND AND NOT DEDUCTED FROM CONTRACT | \$ | (232,000.00) |
| ASU AND DDCS ADVOCATES CONTRIBUTIONS | | not calculated |



DESERT DISCOVERY CENTER
AT THE GATEWAY TO THE
MCDOWELL SONORAN PRESERVE

**STATEMENT OF QUALIFICATIONS:
SOLICITATION NUMBER: 15SQ015**

ATTN: GARY MEYER, SENIOR PROJECT MANAGER

PRESENTED: JULY 16, 2015

ATTACHMENT 3

OFFICERS

Christine Kovach
Chair
Melinda Gulick
Vice Chair
Richard Bowers
Secretary
Lynne Lagarde
Treasurer

MEMBERS

Joan Fudala
Dan Gruber
Mike Surguine

ADVISORY BOARD

Dr. Robert Breunig
Dr. Lattie Coor
John Flicker
John Graham

STAFF

Randy Schilling
Development
Sam Campana
Lead Consultant

Dear Mr. Meyer and Members of the Desert Discovery Center Selection Committee:

The Desert Discovery Center Scottsdale nonprofit organization exists for one reason: to ensure this long-envisioned landmark project becomes a reality. We have spent two years assembling the ideal team to bring this final piece of the McDowell Sonoran Preserve vision to fruition. We have gone from project advocates to project administrators who are uniquely positioned to bring the Desert Discovery Center to life. We bring knowledge, expertise and passion to this project.

Our board consists of community leaders with a long history of supporting both the McDowell Sonoran Preserve and the Desert Discovery Center located at its Gateway. The board has assembled a professional team that is dedicated to Scottsdale, the McDowell Sonoran Preserve and this project. We have carefully selected strategic partners such as Arizona State University to bolster this first-class team.

Because of our involvement as participants, leaders in Preserve advocacy and DDC planning over the last 20- plus years, we have deep understanding and insight about what residents and visitors want and what the DDC can deliver. Our proposal will thus suggest some modifications to the order and grouping of various tasks. We think you'll find our rationale useful.

The Desert Discovery Center is destined to be an international destination poised to teach future generations about living in an arid environment. As local historian and author Joan Fudala (who is also a member of our board of directors) points out, the McDowell Sonoran Preserve is the "People's Preserve." Scottsdale is now more than ready to share with a global audience its sensitivity to the rich and fragile Sonoran Desert environment and its experience conceiving, acquiring, conserving and maintaining the nation's largest urban preserve.

Scottsdale is renowned for big ideas and distinctive accomplishments. In the Scottsdale City Council Work Study Session at which city staff was given direction to issue this RFQ, the challenge was issued to "show us amazing." We are prepared to show you "amazing" and have the energy, talent and expertise to bring forth a unique world-class project that will be a game-changer for Scottsdale's community and tourism industry.

The vision of the Desert Discovery Center Scottsdale is that this project will educate and inspire people to value and thrive in desert environments through transformative experiences based on global scientific study. The pages that follow outline our approach for doing just that. We look forward to working in partnership with the City of Scottsdale to see this mission become a reality.



Christine Kovach, Chair, Desert Discovery Center Scottsdale

Desert Discovery Center Scottsdale



A. GENERAL INFORMATION

ORGANIZATION NAME AND CONTACT INFORMATION: Desert Discovery Center Scottsdale, Inc., 7600 East Doubletree Ranch Road, Suite 300, Scottsdale, AZ 85258, 602-390-3452, sam@samcampana.com, www.scottsdaledesertcenter.com

ORGANIZATIONAL STRUCTURE, BUSINESS PHILOSOPHY AND HISTORY: Desert Discovery Center Scottsdale, Inc. (DDCS), an incorporated, nonprofit organization, was formed with the intent to marshal private sector resources and be the appropriate collaborator with the City of Scottsdale in a public/private partnership to bring the Desert Discovery Center (DDC) to fruition. This is our only purpose and interest. We are prepared to design and operate an economically sustainable facility that will educate and inspire people to value and thrive in desert environments through transformative experiences based on global scientific study, to appreciate the City of Scottsdale's McDowell Sonoran Preserve (the Preserve), to support local tourism and to nurture international research about arid lands.

In 2012, the City-appointed DDC Phase III committee recommended that an RFP be issued for a DDC operator. There were no respondents to the RFP. Instead, several Phase II and Phase III study participants and observers felt there was much planning work that remained prior to selecting an operator. They met to consider how to advance the project in the private sector. That led to the formation two years ago of the DDC Advocates (DDCA), the predecessor organization to DDCS. Each principal committed personal and in-kind funding. Gifts from every board member, community leaders, foundations and corporations funded the activities of the DDCA and its consultants. DDCA also received extensive in-kind support for incorporation as DDCS; obtained an EIN for tax purposes, as well as 501(c)3 status; and held meetings with business and tourism industry leaders. It has taken two years and \$200,000 plus approximately \$50,000 of in-kind support for this work to keep the DDC project moving forward.

PRIMARY AND RELATED BUSINESS: We assembled a board of community leaders with deep roots in the establishment of the Preserve and an advisory board with national prominence.

- Chair Christine Kovach is a past chair of the McDowell Sonoran Conservancy (MSC), a former member of the McDowell Sonoran Preserve Commission (MSPC) and donor of two accessible Preserve trails
- Vice-Chair Melinda Gulick also was a past chair of MSC, a member of the MSPC, a member of the City's Phase II and Phase III DDC committees and chair of the Humane Society
- Secretary Dick Bowers is former Scottsdale city manager, current acting Glendale city manager, headed the Phoenix Boys' Choir and is CEO of Herberger Theater
- Treasurer Lynne Lagarde is a prominent retired land-use attorney and former member of the McDowell Sonoran Land Trust and McDowell Mountain Task Force
- Board member Mike Sarguine manages the world-renowned Sanctuary Resort and is chair of the Scottsdale Convention & Visitors Bureau (CVB) board
- Dan Gruber, retired principal and senior partner, Deloitte Consulting, is the founding donor and most-active volunteer of the McDowell Sonoran Field Institute and its citizen science program, conducting original research on Preserve flora and geology resulting in several published papers
- Scottsdale historian and civic volunteer Joan Fudala is the highly regarded author of seven Scottsdale-themed books, including the definitive tome *The People's Preserve: How Scottsdale Created the McDowell Sonoran Preserve*

DDCS also hired two professionals to focus full time on the DDC. Sam Campana, former Scottsdale Mayor and City Council member and former executive director of Audubon Arizona, is DDCS executive director. Randy Schilling is our development director. Both were instrumental in conceiving, funding and opening the Nina Mason Pulliam Rio Salado Audubon Center (the Audubon Center) in Phoenix.



"We are prepared to design and operate an economically sustainable facility..."

A partnership with ASU, which will be discussed later in this SOQ, adds yet another level of expertise in planning and implementing the DDC's proposed state-of-the-art exhibits and scientific research/education programming.

During the past two years, DDCS board members and staff members have made field trips and had meetings with nearly all the conservation organizations in the Valley plus the Arizona Sonoran Desert Museum, Chicago Botanic Garden, Lincoln Presidential Library/Museum, Monterey Bay Aquarium, Museum of Northern Arizona, Springs Preserve in Las Vegas, Scripps Institution of Oceanography and Salk Institute in San Diego.

B. EXPERIENCE AND QUALIFICATION OF THE VENDOR

PREVIOUS EXPERIENCE PERFORMING SIMILAR WORK AND PRIOR PROJECTS: In addition to the experience of our board members, we have assembled a team with extensive experience developing and leading education-focused organizations.

- In Section A, we described the involvement of Sam Campana and Randy Schilling in planning, raising the necessary funds, building and managing the operations of the Audubon Center. The Center includes permanent and changing exhibits; provides educational classes, children's programs and camps and special events; hosts large group meetings; has catered food service; and has engaged enthusiastic volunteers.
- DDCS consulting project director Bill Peifer was principal project manager for capital project management at the City of Scottsdale, working on such projects as the Scottsdale Museum of Contemporary Art and Western Spirit: Scottsdale's Museum of the West (Museum of the West)
- Our financial and business consultant, ConsultEcon, Inc., of Cambridge, Mass. was involved in the City's previous studies of the DDC as well as planning for the Museum of the West and many similar projects nationally and globally.
- DeEtte Person, our communications consultant, was the City of Scottsdale's communications and public affairs manager when the McDowell Sonoran Preserve was launched and now runs a communications strategy and marketing firm in Scottsdale.
- Advisory Board member Dr. Robert Breunig directed the Museum of Northern Arizona in Flagstaff after being a senior staff member at the Desert Botanical Garden and the Heard Museum. He will become part of our programming and exhibits team.
- Arizona State University (ASU), our primary research/educational partner, will participate in planning, programming and exhibit design. Across the university and specifically within its College of Liberal Arts and Sciences, the Julie Ann Wrigley Global Institute of Sustainability and the College of Public Service and Community Solutions, ASU has deep expertise in environmental education and outreach, exhibit design/construction/operation and engaging the public in immersive research. Wellington "Duke" Reiter, FAIA, senior advisor to the ASU president, will serve as ASU's liaison to the DDC.

REFERENCES:

Sam Campana, executive director - Campana led the development of Arizona's first Audubon center that opened in August 2009 on four acres in south Phoenix. She and Randy Schilling raised \$7.3M for the 8,000-square-foot nature education center.

- John Flicker, former president/CEO National Audubon Society, 516-315-0443, jflicker15@gmail.com

Randy Schilling, development director - Schilling served as chief fundraiser for Audubon Arizona raising \$7.3M and vice president of development, Scottsdale Museum of Contemporary Art, raising \$9.6M including Kresge Challenge Grant plus major gifts from three Native American tribes.

- Tice Supplee, Audubon Arizona, 602-468-6470, tsupplee@audubon.org

Bill Peifer, project director - Peifer worked for Scottsdale CPM for 18 years on the city's highest profile projects including Scottsdale Center for the Performing Arts, Museum of the West, Chaparral Water Treatment Plant and Arizona Canalbanks.

- Ally R. Haynes-Hamblen, Scottsdale Center for Performing 480-874-4681, AllyH@sccarts.org



DeEtte Person, communications director - Person has been involved with local community relations and outreach projects since 1990 including K-12 water education and programs and environmental issues.

- Crystal Thompson, Central Arizona Project, 623-869-2138, cthompson@cap-az.com

Robert Brais, ConsultEcon, Inc. - ConsultEcon was engaged by the City of Scottsdale to review the business plan prepared for the \$11.4M Scottsdale Museum of the West, which opened January 2015.

- Michael Fox, Museum of the West, 480-334-3121, mfox@scottsdalemuseumwest.org

Wellington "Duke" Reiter, FAIA – Reiter is chair of the Urban Land Institute, Arizona. An architect, urban designer, academic administrator and community leader, he has established highly effective partnerships with public office holders, the business community, nonprofit groups, professional organizations, developers and universities to spearhead collaboration between the City of Phoenix and ASU that resulted in the new downtown campus, including its urban design aspects.

- Dr. Michael M. Crow, Arizona State University, 480-965-8972, michael.crow@asu.edu

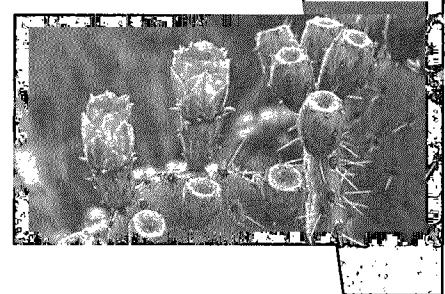
INDUSTRY KNOWLEDGE & EXPERIENCE: DDCS will approach the project as it has every challenge, by engaging with stakeholders to understand their desires and concerns and then finding experts to address specific issues. Over the last two years we made a determined effort to engage both supporters and detractors of the DDC. We hosted two group meetings with community leaders and conservation advocates to listen to their goals for the DDC. We also held more than 200 meetings with individuals, tourism leaders, elected officials, city staff members, MSC, county management, state department heads including Tourism and Game & Fish, chambers of commerce, economic development leaders, business leaders and others to hear their concerns and hopes and to begin building consensus for the DDC.

MARKETING EXPERIENCE: Key to the successful marketing of a project of this magnitude is a comprehensive communications plan that includes public outreach, media relations and marketing. Our approach will build upon our prior two years of intensive stakeholder communications. It will include outreach, public information and targeted communications and marketing to local and ultimately national and international audiences. As DDC planning and programming proceed, we will promote the history of the Preserve, its Scottsdale Sonoran Desert setting and this project, as well as key sustainability, research and education messages. We also plan to engage the public in discussions of exhibit design, programming and facility planning through surveys, open houses and continued stakeholder meetings. Our award-winning team is deeply rooted in this community and has been involved with the McDowell Sonoran Preserve since its inception. The team is led by DeEtte Person and supported by Fingerpaint Marketing (formerly Olson Communications), a marketing and public relations firm specializing in local real estate, hospitality/tourism and sustainability clients. For more than 25 years, its principal Michelle Olson, has planned and publicized high profile events and grand openings throughout the West.

FINANCIAL STRENGTH & FISCAL MANAGEMENT EXPERIENCE AND

RESPONSIBILITY: DDCS development consultant Randy Schilling has not only raised the necessary funds to keep us in operation, he also has begun to identify and cultivate dozens of Valley residents who we believe would be interested in significant gifts to the DDC project. Schilling performed a preliminary fundraising feasibility study for the DDC – keeping major donors informed without asking for commitments to a project that, at the time, lacked a confirmed location and definite programs and exhibits. In spite of those limitations, this 10-week study identified about \$10 million in potential local funding for the DDC.

Many DDCS board members have provided leadership in major fundraising campaigns. Several have had fiduciary responsibility for multimillion-dollar organizations as board or staff members. We also know from past experience that the early selection of a design/construction team could greatly enhance DDC fundraising.



"Of the 40 nature education centers built by the National Audubon Society, one of the best was supported by this team's fundraising acumen and leadership abilities."

*- John Flicker
former National Audubon Society President/CEO*

Not only has DDCS funded itself with more than \$200,000 raised through two years of intensive effort with support from community members, the tourism industry and business leaders, we also have laid the groundwork for financial success by our extensive outreach activities, recruiting more than 300 advocates and conducting the preliminary financial feasibility study to inform major donors of our plans and determination to bring the DDC – a five-star tourism and educational experience – to Scottsdale.

C. EXPERIENCE OF KEY PERSONNEL

EXISTING TEAM MEMBERS: DDCS board members have a storied history with the Preserve and have helped shape the concept that the community has embraced. Board members Dick Bowers, Joan Fudala, Dan Gruber, Melinda Gulick, Christine Kovach, Lynne Lagarde and Mike Surguine participated in the meetings and on the committees, commissions and task forces that made or informed the decisions that supported the Preserve itself, as well as the DDC’s creation, its location at the Preserve Gateway and the uses allowed in the Preserve Ordinance. Our executive director, Sam Campana, and development director, Randy Schilling, have spent two years mobilizing advocates for the DDC and preparing for future private fundraising efforts. A legal team led by Lynne Lagarde has reviewed the history and public discussions about the DDC and the Preserve Ordinance to ensure we are honoring their intent. And our communications team led by consultant DeEtte Person and supported by Fingerpaint Marketing has a strategy to engage the community at large, as well as targeted to specific stakeholders. Bill Peifer will serve as project director.

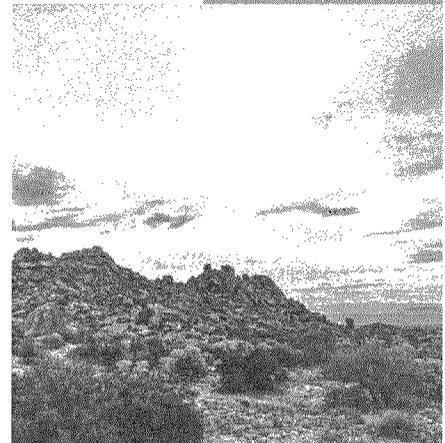
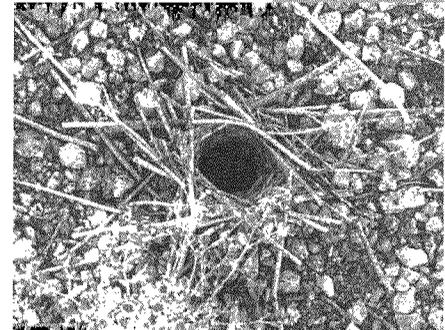
PROPOSED TEAM MEMBERS: If we are selected as the Vendor, the best consultants familiar with our mission are prepared to join our team.

- With the full support of ASU President Michael Crow, Wellington “Duke” Reiter, FAIA, senior advisor to the ASU president, would serve as our university liaison. Already, he has engaged a core team of deans and directors as leaders to guide ASU’s participation in planning, programming, exhibit conception and design and eventually developing and managing research and education programs at the DDC.
- Dr. Robert Breunig, former museum director with a long history in the Phoenix area, also will join our planning and programming team.
- Robert Brais of ConsultEcon will join our team to re-evaluate and revise the Phase II business plan and to be our financial consultant.
- Importantly, our plan is to determine President/CEO qualities and criteria in Step 1, in order to do a successful national search for the President/CEO of the DDCS in Step 2. It’s critical that he or she can be involved in finalizing plans, overseeing construction and lead the opening and operation of the DDC.

Resumes for each of our team members are included as Appendix A. Job descriptions are available and can be provided upon request or as part of the RFP stage if DDCS is the selected vendor.

D. VENDOR’S APPROACH

INTEREST/KNOWLEDGE OF SONORAN DESERT AND SCOTTSDALE’S TOURISM INDUSTRY: Scottsdale is a world-class vacation and convention/meetings destination that hosts an estimated nine million visitors annually. In 2013, visitor spending had an economic impact of more than \$4 billion and visitors generated \$38 million in tax revenue for the community. Tourism is one of Scottsdale’s largest industries and is directly responsible for one in eight jobs in Scottsdale. The resorts and hoteliers were promised that the McDowell Sonoran Preserve would become a tourism draw – and it is! The tourism industry’s support for the DDC as one mechanism to accomplish this at a



more significant, educational level was evident from the Tourism Development Commission's (TDC) endorsement of the Phase II report, their ongoing participation in the DDCS effort over the last two years and their financial and in-kind support for DDCS work. As part of its outreach effort, DDCS has met with Rachel Sacco, Scottsdale CVB president, with the chairs of the TDC and MSPC and with local hoteliers and tourism industry leaders – many of whom number among our advocates. The CVB has identified the DDC as a top priority for tourism.

PRELIMINARY ANALYSIS OF PHASE II FEASIBILITY STUDY: In 2010, the City of Scottsdale-directed DDC Phase II Feasibility Study (the Phase II study) presented a well-developed architectural concept and business plan. In response to input from numerous meetings and focus groups, the concept of telling the story of desert adaptation through a series of linked desert pavilions was formulated and tested through City-hosted open houses and surveys. The study presented a DDC experience that could be enjoyed at many interpretative levels, from youngsters through adults and from indoor exhibits through interactive experiences and guided outdoor adventures. Conceptually, the proposed site plan took full advantage of the Preserve Gateway vista of the McDowell Mountains. The Phase II Economic Study projected stable yearly attendance of 333,000 and a yearly operating cost of \$6.7 million (in 2010 dollars). The DDC revenue projections and plans included earned, contributed and sponsorship revenues, as do virtually all education and conservation mission-based organizations. The study proposed that the DDC can be financially self-sufficient through these sources and that it could operate among the upper tier of such organizations based on its market potential and considerable conservation, education and economic development benefits.

DDCS believes the vision for the DDC has evolved beyond the Phase II assumptions. DDCS intends to work with ASU as its primary research and educational partner and will pursue other partnerships with or participation by appropriate organizations. These arrangements could have a significant impact on capital sources and costs as well as operating revenues and expenses, all of which should be reflected in an updated study. We expect the DDC will sponsor and conduct a broader range and different mix of research and educational activities than previously planned based on our partnership with ASU. We also anticipate changes in the nature of exhibits with more emphasis on digital, interactive and remote technologies and experienced-based learning opportunities for all grade levels. The mix of permanent exhibits, changing exhibits, lab demonstrations, lectures, classes, etc., also would be refined particularly with ASU involvement.

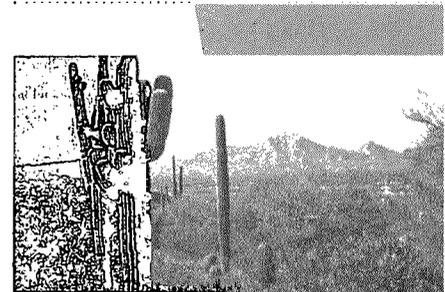
The Phase II study proposed a conservation and educational destination with sophisticated exhibits, changing programming and interactive experiences. The proposed facility was expected to be a major destination for residents and visitors alike and to have a significantly positive impact on the Scottsdale and local tourism industry through increased visits and extended stays. DDCS strongly believes these basic objectives should be maintained through the next stages of planning and development and that the DDC at the Gateway should welcome residents and visitors alike to a profound desert encounter. The revised business planning process would address evolving market characteristics and conditions, the changing competitive environment along with the advancement of DDC planning and design.

Moving forward, the core operating philosophy of DDCS is for earned revenues to fully fund baseline operations and to contribute to educational and conservation program funding. Fundraising shall focus on specific and very impactful conservation and education programs and exhibits that are expected to be well received in the grant making and philanthropic communities. Further, there will be opportunities to refine the educational and conservation programs to enhance their outside funding appeal and their capacity to “earn” public support and sponsorship. Pre-opening and start-up expenses would be included in the financial operating projections.

In the City's Scope of Services (RFQ page 8), under Step One (Preparation of Vendor's Vision and Plan to Carry out Vision), task 3 is to “provide a draft business plan including analysis of expenses, revenues and contributions.” However, as discussed above, financial projections depend directly on the vision, programming, exhibitry, mix of



“Fundraising shall focus on specific and very impactful conservation and education programs and exhibits...”



functions and services and facility design – most of which are included in Step Two of the Scope of Services. Therefore if selected, we propose that our initial scope include the following elements:

- All of Step One – tasks 1 through 8
- Step Two – tasks 3 (programming recommendations and customer experience), 4 (set CEO qualities and search criteria), 5 (design professional services selection) and 8 (conceptual facility layout and exhibit plans)
- Step Three – initial work on task 3 (exhibit design and educational components)
- We also are prepared to assist as needed with other tasks, such as Step Two, tasks 7 and 9 (legal and regulatory issues) at the request of City project management staff

We believe all these steps are absolutely necessary in order to provide a draft business plan and to begin the long-lead time activities needed for a major capital and operating fundraising campaign.

The Phase II architectural concept (as well as programming, exhibitry, etc.) will change with the participation of ASU and other possible partnership arrangements. The Phase II business plan and financial projections were estimates based on preliminary assumptions and conceptual designs. Capital costs were based on unit costs, not construction documents. Programs and exhibits were not developed far enough to establish accurate costs or evaluate visitor appeal. We wish to contract directly with the exhibit consultant.

We also believe it is imperative to have a design/architectural vendor selected and available as early as possible to participate in the development of the vision, planning, programming and preliminary exhibit design, as well as to evaluate and begin to modify the Phase II study architectural concept. To address these issues and needs, we urge the City to issue a Design Professional Services RFQ as soon as possible if we are selected as the Vendor.

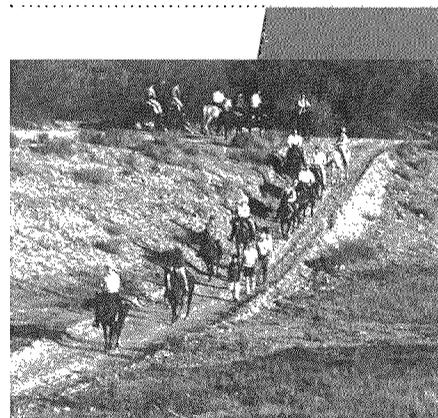
PROCESS/OUTLINE TO CREATE AND IMPLEMENT VISION: For two years, DDCS has demonstrated in practice the approach we will use to update the vision for the DDC. Our process has been extraordinarily inclusive and open. We have had more than 200 meetings with individual community leaders and organizations to discuss their goals and our plans. We have held two community meetings for business and tourism industry leaders. We have regularly updated the Mayor and members of City Council, the Scottsdale CVB president and board, the chairs of the two relevant commissions and City staff. We established a website – www.scottsdalecenter.com. We keep several hundred key constituents informed of major milestones via email. By already having successfully engaged community members in support of the DDC, we are well on the way to achieving the consensus for its implementation.

Three general conclusions are clear from both the meetings, surveys and focus groups involved in the Phase II study and our own extensive outreach over the last two years. First, there is widespread support for a research and educational facility at the Preserve Gateway focusing on the Sonoran Desert and other arid environments. Second, the concept presented in the Phase II study was an excellent first step in the right direction. And third, we and Scottsdale should be bold and innovative in our thinking so that we create a unique desert-oriented destination focused on education and research. Such a place will truly benefit the community. This is the basis upon which we will build a new vision and we will use our established process of outreach, engagement and dialogue to further build support and excitement.

To successfully plan, design, construct and operate the DDC, a comprehensive communication plan is critical. At each stage of development we hope to facilitate and expand the discussion. The Preserve is the “people’s preserve” and we will engage the public – especially Scottsdale residents, key stakeholders and potential non-governmental and governmental partners – through social media platforms, e-blasts, public outreach meetings and other communication techniques. Periodic project updates to the TDC,



“A comprehensive communication plan is critical...”



MSPC and City Council will be planned. As the successful respondent, we propose to work with the City during Step One to further detail the DDC vision through a series of development dialogues. Our approach to create the vision and build consensus around it is part of the outreach and public information plan we will use through the entire project, led by DeEtte Person and our communications team. Each step in the development process should proceed through a cycle of seeking ideas and information, developing a preliminary product or proposal, discussing it with relevant parties and then refining the result and moving forward. To be efficient with time and resources for everyone involved, we will identify stakeholders who should be involved at each step in addition to broad public communication at key points in the process. We believe it is appropriate to engage this process in the following steps:

- Define “success” for the Desert Discovery Center in its fifth year of operation
- Revisit the mission statement and vision from the Phase II study
- Refine the major interpretive themes (e.g., adaptation) and concepts from Phase II

We think these activities set the stage for everything that follows, so it is vital to have general consensus from key decision makers about these items. Once this is done, more specific and technical steps can be taken including:

- Identify and negotiate additional partnerships and participation from other organizations
- Begin research and educational planning and programming and also interpretive planning and programming
- Begin conceptual exhibit design and description of potential user experiences

As noted earlier, these steps – which are tasks from Step Two of the Scope of Services – are necessary in order to develop a preliminary business and financial plan. We also believe it will be imperative to include a design and architectural partner in these activities. We plan to review and refine the results of these activities through discussions with stakeholders, focus groups and open houses. General consensus on these items will support the development of a draft business and financial plan.

During these planning, programming, preliminary design and analysis processes, there are several issues that will be pursued in parallel. You have asked the Vendor to prepare legal briefs about site selection and regulatory issues, which we already have begun and on which we will continue to work with City staff and ultimately with City Council. As our partners and participating organizations officially become part of our team and as research, education and exhibit planning proceed, we will consider organizational issues including governance, management roles and responsibilities and operating roles and responsibilities. We also expect to periodically assess fundraising feasibility and progressively engage potential donors as the steps described above are completed. Throughout this process, we will continue to refine our ongoing public communications and connectivity based on what we learn.

The outcomes of this initial scope of work will be presented in a report to City staff, the TDC and MSPC and City Council. This strategic planning deliverable will be the guide for future progress on development of the DDC. The document will set out guidelines for completion of 30% and then 100% project development in subsequent steps of the Scope of Services.

DECISION-MAKING PROCESS AND IDENTIFICATION OF PROJECT ISSUES: The Scope of Services outlined in this RFQ covers the steps required to bring the DDC from concept to reality. We believe this is the best opportunity in this generation to accomplish the 25-year objective of completing the Preserve with a superior research/educational destination attraction that focuses on the Preserve, the Sonoran Desert and arid environments. To do this will require making several vital decisions that have been the source of some disagreement over the years. Most big, complicated decisions involve competing interests and viewpoints. We will continue to listen to and attempt to accommodate and integrate into the plan the full spectrum of viewpoints. But progress requires making decisions that provide the greatest overall benefits to the City and its residents, visitors and businesses.



The diverse backgrounds of the DDCS board members provide perspective on most topics. As DDC issues have arisen in conversations with stakeholders, they have been addressed by drawing on our collective knowledge and personal experience. If particular expertise was needed, our group's resource network was used to identify, consult with and sometimes visit experts or organizations with relevant experience. From this research we have developed findings and suggestions that were discussed by the board and used to make a particular decision or to set direction.

We recognize this internal process must and will evolve, especially as we transition from a founders' board to a more traditional nonprofit board of directors. As we add the consultants and experts noted elsewhere in this SOQ to our project team, we expect them to do their own stakeholder outreach on specific topics and to develop more of the recommendations that the DDCS board will review, refine and present to City staff and City Council.

The external decision-making process may go through several changes in the course of the work proposed in this SOQ. During the project, City staff and ultimately City Council are the final decision makers with input from the TDC, the MSPC and, of course, constituents. As the Vendor, our role will be to produce solid recommendations – based on history, research, the experience of comparable communities and projects and solid analysis by experts – and to always engage a broad base of stakeholders so that our recommendations benefit from their input. When there is disagreement about a recommendation we will note it, explain its basis, describe how broad/deep the disagreement appears to be and provide clear rationale and support for our recommendation. This process will achieve the most broadly based consensus possible.

We also expect our initial scope of services will include Step Two, task four (select partners and/or key staff necessary to complete the 30% project development step, including to set CEO qualities and search criteria). Once basic decisions are made, we want to begin the search for a DDC chief executive and an interpretive program director. As an operating agreement for the DDC is developed, its own leadership staff will become key decision-makers with strategic and policy direction and oversight from a board in compliance with relevant City regulations, a management contract with the City and the facility lease.

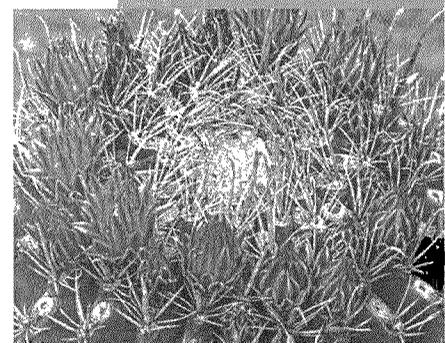
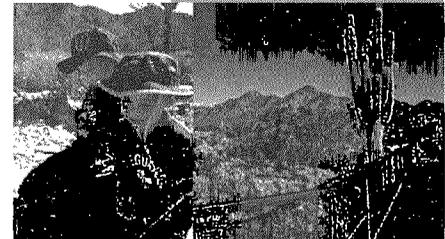
The DDCS legal team has reviewed legal and regulatory issues relative to the Preserve Gateway site approved by the City in Case No. 10-UP-2006 and subsequently designated as the DDC site in both the Phase II Feasibility Study and initial 2012 RFQ. The legal team reviewed the language of the City of Scottsdale Preserve Ordinance and the history of the DDC in extensive City records, including reports of the MSPC and its many DDC committees/subcommittees, the 10-UP-2006 Municipal Use Master Site Plan (MUMSP) approval that included the DDC at the Gateway and the legislative history of the Preserve Ordinance, including interviews with City staff, MSPC members and others involved in its drafting. The record strongly supports DDCS' conclusion that the DDC could be located in the Preserve at the identified Gateway location under its existing zoning in compliance with the provisions of the Ordinance. Only the approved use permit and MUMSP would have to be amended to accommodate the DDC as ultimately approved by the City Council.

The DDCS will provide a legal brief detailing and supporting the legal team's analysis and conclusion as part of its Step One submittal and recommends that the legal/regulatory issues and approval process be resolved in Step One to facilitate planning and fundraising. We believe that City Council has provided clear guidance on these issues on several occasions.

Facility scale and design will be driven by the vision and the research and interpretive programs necessary to achieve that vision. It is clear from the Phase I, II and III studies that there is broad public support for a larger-scale, destination attraction focused on research and education about the Preserve, the Sonoran Desert and arid environments. This also has been the direction provided by City Council whose ultimate approval will address functions, uses, scale and design.

"This team has the ability to create a world-renowned Desert Discovery Center that will capture the hearts of Scottsdale's visitors and allow them to leave with a passion for our unique desert landscape."

*- Rachel Sacco,
President & CEO, Scottsdale
Convention and Visitors Bureau*



E. VENDOR'S PLAN FOR EVALUATING AND SELECTING PARTNERS

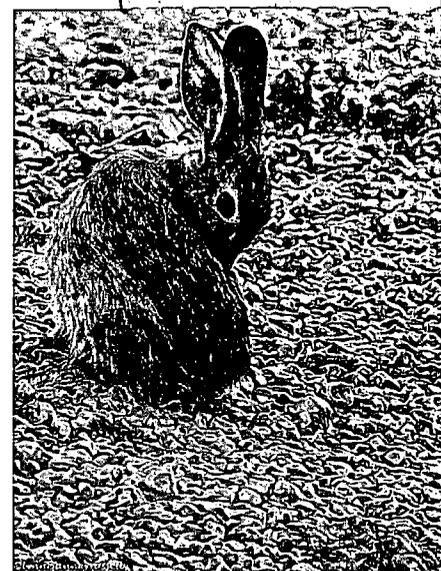
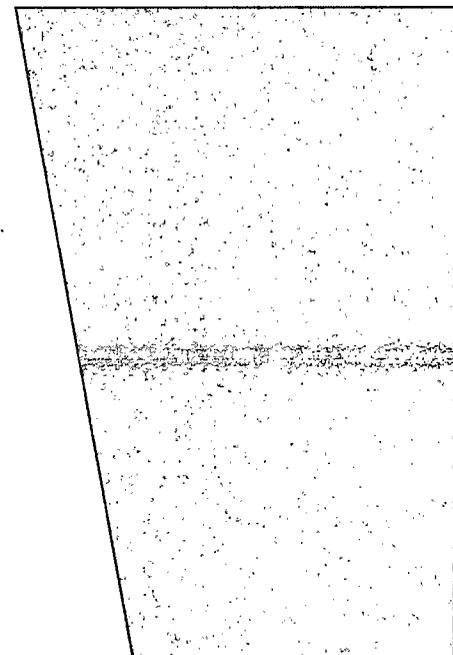
Nonprofit organizations must develop multiple partnerships with public and private entities to survive. These relationships are what will create the interest, diversity and financial strength of the DDC – and keep the visitor experience dynamic and fresh over the years to come. DDCS has consistently demonstrated its eagerness and ability to engage and affiliate with other organizations.

ACADEMIC PARTNERSHIPS: Two years ago, we concluded that a best-in-class academic partner with strong credentials in Sonoran Desert history, environmental science and sustainability should be involved in our efforts to implement a world-class DDC. We conducted extensive interviews and meetings with senior faculty and administration at both the University of Arizona and Arizona State University (ASU), culminating in a Memorandum of Understanding with ASU to be our primary academic partner. ASU has indicated its willingness to consider a variety of ways to participate in the DDC, including the establishment of a formal advisory council dedicated to working with the DDCS leadership team during the planning and operational phases of the DDC. This group would develop multi-year plans for collaborations that advance DDC research and education, to include dedicated ASU faculty, lab space and new programming. The ASU academic leadership has indicated a desire to use its extensive national and international networks to facilitate collaborations with other universities and organizations around the world with expertise in arid environments. As previously stated, ASU has assembled a lead team of deans and directors who will help shape the conceptualization and development of the DDC (see resumes included in the appendices). Each of them brings great expertise of their own along with a team of accomplished and specialized faculty and staff. Together, we are committed to developing a long-term and mutually-beneficial partnership where real-time academic research impacts the visitor experience at the DDC.

NONPROFIT PARTNERS: We have met, in some cases multiple times, with virtually every educational and conservation organization in the region and several in other parts of the country in order to formulate these relationships. Our discussions have included updates about our plans, questions about building a superior research and educational institution and explorations of affiliation opportunities. Notably, these discussions have included MSC, Scottsdale Community College and its Center for Native and Urban Wildlife, the Desert Botanical Garden, Boyce Thompson Arboretum, Liberty Wildlife, the Salt River Pima Maricopa Indian Community, the Nature Conservancy, the Museum of Northern Arizona, Southwest Wildlife Conservation Center, Scottsdale Unified School District and others. Several of these organizations have indicated an interest in participating in the DDC development effort, if and when DDCS is selected to lead the effort. We foresee some of these groups potentially having a role in the operation of specific functions/activities or providing regular special programs within the DDC.

MUNICIPAL, TOURISM AND CULTURAL PARTNERS: DDCS has met regularly with the Scottsdale CVB, the Scottsdale Area Chamber of Commerce and City staff and Council members. We also have connected directly with the local business and tourism industry through community meetings and many individual discussions.

DDCS will work in collaboration with the CVB to promote and support the DDC beyond Scottsdale. The CVB president, staff and board have expressed enthusiasm about promoting the DDC as soon as information becomes available. Upon joining the Scottsdale CVB, the DDC will have access to full member benefits, connecting us with potential visitors and customers from around the world. By partnering with the CVB,



the DDC will be able to leverage the bureau's extensive sales and marketing programs. Some of the partnership opportunities include:

- Online exposure through the CVB's website, which receives nearly two million visitors each year
- Social media exposure through the CVB's Facebook, Twitter, Pinterest, Instagram and YouTube channels, which are followed by nearly 120,000 people
- Exposure to national and international media
- Promotion through CVB emails, visitor guides, press releases, newsletters, visitor centers and more
- Hosting clients and responding to leads so as to encourage business from meeting planners, travel agents and tour operators, as well as media
- Access to the CVB's research to better understand Scottsdale's customers and improve our marketing

Once the DDC is open, we will engage with the City to promote DDC events, link to the DDC's website, etc., as it does for other major venues in the City. We believe that the City's website and other communication channels like Scottsdale Channel 11 are a significant source of information to residents. Note that the Phase II study assumed the DDC would have a substantial marketing staff and budget in addition to leveraging these and other valuable partnerships.

FOR PROFIT, FOUNDATION AND INDIVIDUAL PARTNERS: Our experience in other environmental organizations has taught us that significant corporate, foundation and individual involvement, such as funding the creation or operation of selected interpretive exhibits or programs, often emerges later in the development process. Corporations may be interested in aspects of the DDC's theme and interpretation that match corporate expertise or values and they may be willing to fund such interpretive exhibits or materials. Foundations may fund buildings, exhibits or programs that align with their areas of focus. Individuals often are attracted to exhibits or programming that matches a deep personal interest.

DDCS already has relationships with many corporations, foundations and substantial local philanthropists through our overall outreach efforts and the preliminary private sector fundraising feasibility study. We will maintain these relationships through the communication and outreach plan described previously in addition to the more targeted development efforts described in Section F. As DDC planning proceeds and programming, interpretation and preliminary exhibit concepts are developed, we will pursue matches between the DDC's exhibits and programs and the specific interests and expertise of corporations, foundations and individuals.

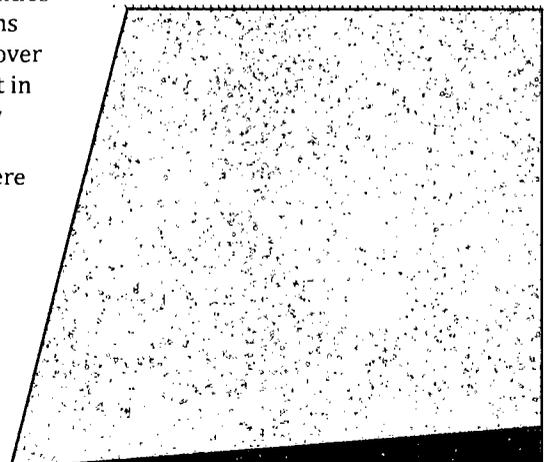
Once selected as the DDC Vendor, we will implement a process that facilitates efficient and broad participation of potential partners for capital projects and operations that emerge from the planning process. We will encourage partners to identify opportunities of interest to them and we will identify aspects of the DDC that fit with their missions and expertise. Some partnerships will form immediately, while others will develop over time providing opportunities to change and enhance the visitor experience or result in special exhibitions that will support repeat visitation. In addition, partnerships may take many forms at the DDC from a long-term relationship where an organization could have physical space at the DDC to a short term programming partnership where an organization provides a regular program in an existing DDC facility – and many forms in between.

We know from our collective experience managing other organizations that every partnership is unique. In addition to providing benefits, partnerships also bring complexities to planning, programming, design, management and capital and operating finances. Relationships must be assessed to ensure they are



“Working with partners at the Desert Discovery Center offers a unique opportunity to build on the research strengths of ASU to demonstrate how incredible assets like the McDowell Sonoran Preserve can educate hundreds of thousands of visitors and residents on how to live sustainably and prosper in a rapidly urbanizing desert environment.”

*– Christopher Boone,
PhD, Dean, School of
Sustainability, ASU*



structured in a way that supports the goals of the partner organization and uniquely advances the DDC without adding undue governance, management or financial complexity. All partnerships or affiliations, whether involving educational institutions, nonprofit organizations, corporations, foundations or individuals will be developed with some specific criteria in mind:

- Can the partner bring world-class thinking, experience, interpretation, other connections, people or resources to the DDC in areas within the DDC's mission, vision and major interpretive themes?
- Can the partner contribute substantially to the DDC's operational success and financial self-sufficiency?
- Is the partner and the nature of its participation consistent with community and DDC objectives and values?
- Can governance, management and operating roles be defined so there are clear lines of decision-making as well as clear roles and responsibilities for all parties?

F. VENDOR'S ABILITY TO GENERATE FINANCIAL CONTRIBUTIONS

ABILITY TO FUNDRAISE: The DDCS has demonstrated its ability to raise contributions as demonstrated by the more than \$200,000 raised from private sector donors in the past two years. However, to fully address this issue, a review of prior City DDC funding actions is instructive. In 2013, the City-commissioned DDC Phase III committee recommended and City Council accepted that funding from the bed tax of up to \$310,000 for three years should be used to support continued development of the DDC. Some of that funding (\$60,000) was to support issuing an RFP for a DDC operator and continuing the Phase III committee. The balance was suggested as matching funds to assist a selected DDC operator with start-up costs. The RFP was issued but there were no respondents.

Instead, as referenced in Section A, several study participants and observers formed the DDCA and chose the Arizona Community Foundation as its fiscal agent. Gifts from every board member, community leaders, foundations and corporations funded the activities of the DDCA and its consultants. Most of those donations were gifts of \$5,000 or more. DDCA also received extensive in-kind support for incorporation as DDCS, obtaining 501(c)3 status and holding presentation meetings with business and tourism industry leaders at local venues. It has taken two years and \$200,000 plus approximately \$50,000 of in-kind support for meetings, legal and tax consulting, fundraising advice, website construction and other communications work to keep the DDC project moving forward.

INITIAL FUNDRAISING CONSIDERATIONS: Randy Schilling, our development director, has consistently advised us that the DDC location must be affirmed, the allowed functions and uses finalized, the basic interpretive concepts and programming direction made clear and an architectural concept completed before we can approach significant donors for major support. Large donors will want to understand the interpretive concept, embrace the programming, believe in the research mission and appreciate the architectural concept. Schilling and the entire DDCS team have been cultivating significant donors for the DDC for the past two years.

We propose that the City should provide funding for our initial scope of services to advance the DDC concept while we continue to do the groundwork to initiate a major capital campaign when the necessary decisions about the DDC have been made. In assessing the next steps, we believe bed tax dollars can and should be used to fund our initial proposed scope of services. That is consistent with the recommendation of the Phase III committee accepted by City Council. The Phase III committee report

recommended that \$250,000 of bed tax money be available for continued advancement of the DDC project based on matching funds from the Vendor. We believe the \$250,000 of financial and in-kind support already raised and expended by DDSCS to build community support for the DDC, select a primary educational partner, conduct a preliminary fundraising feasibility study and identify affiliation opportunities satisfies this matching fund recommendation. Of course DDSCS will continue to solicit support for its activities throughout the execution of the initial scope of services. We expect that the main sources of DDSCS funding leading up to opening will be individuals who are advocates, foundations interested in the environment, corporations – including hoteliers who will benefit directly from the DDC – and the Native American community.

The Phase III committee also recommended that public funding be used for the project costs, which remains a solid premise. The City owns the Preserve Gateway land and will own the DDC buildings and improvements as a capital asset. A similar funding structure has been used to create other Scottsdale cultural and visitor amenities and we think it an appropriate commitment by the City.

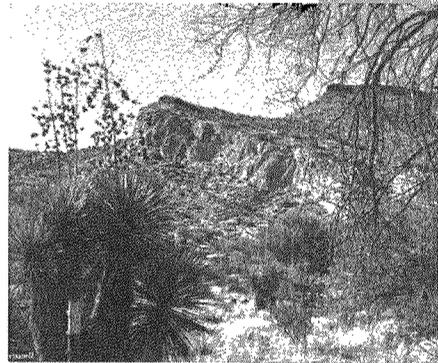
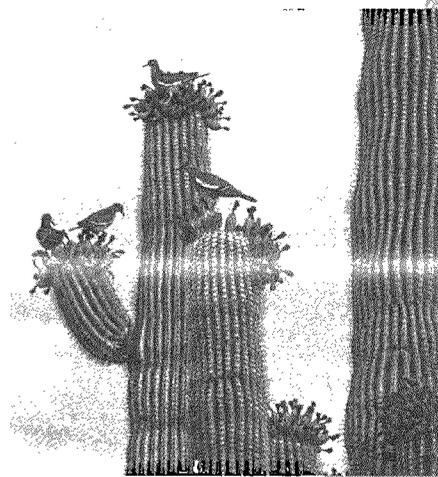
DDSCS will work with the TDC and the City to determine the capital resources available to build the DDC. The TDC has a “slice of the [bed tax proceeds] pie” for the DDC in its pro forma budget. We believe the DDC as now conceived deserves at least that level of capital project support using bed tax funds and we have discussed this with the TDC. We understand there are other potential sources of funding and will work with the City to identify those and make recommendations as appropriate.

DDSCS continues to work with ASU and other organizations interested in participating in the DDC vision that could provide resources directly and also provide contacts that would help the DDC. DDSCS has had ongoing discussions with Southwest Wildlife and Conservation Center, the Nature Conservancy and two Native American communities – whose missions include a commitment to conservation, education and the environment.

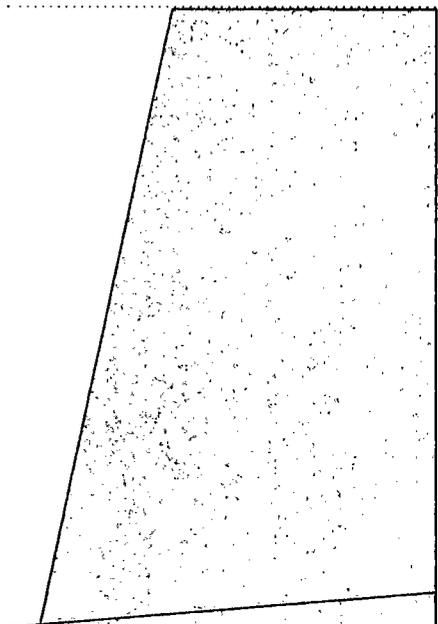
FUTURE FUNDRAISING CONSIDERATIONS: DDSCS will continue to add operating and advisory board members to guide project activities and assist with fundraising. A high priority if we are selected as the Vendor will be to identify and recruit a capital campaign chair so that person can identify other leaders to join the campaign team. This process has worked well for the many other organizations with which we have been involved. The architect selected for the DDC design should also be thought of as a source of donors, as that has been our experience in the past.

DDCA previously sponsored a private sector preliminary fundraising feasibility study. This indicated the DDSCS could raise a minimum of \$10 million from the local community. If selected, we plan to accelerate our fundraising and begin pursuing large gifts from a qualified list of prospects. This list will include major individual donors, foundations nationwide that support environmental education programs, corporations and Native American communities. DDSCS already has identified and is cultivating several potential donors who can make eight figure gifts to the capital campaign and whose early commitments can jumpstart funding from other sources. We must have location, uses, programming concepts and the architect identified to approach them. We also will need to cultivate and solicit gifts from foundations and corporations. Many corporations are cautious about funding a new organization, so we will need to prove ourselves through support from individuals first.

We intend to apply for “12% money” from the local Native American communities. DDSCS plans to apply for multiple funds, so significant planning and advance work are required. We already have met with two local tribes and a representative of others. We will need the City to be our sponsor and advocate for this effort.



“There are other potential sources of funding and we will work with the City to identify those...”



We fully intend to expand the scope of our fundraising efforts from local to national and international, looking for funding from individuals and foundations worldwide. DDCS will build a board with national talent and an advisory board with internationally-known advisors. We also hope and expect that ASU and other significant partners we add to the team can help with fundraising as well as with DDC capital funding, content and programming.

Finally, like similar organizations and institutions elsewhere, the DDC will require funding sources beyond admission fees, activity/event charges and memberships in order to reach financial self-sufficiency. Proceeds from food service retail, facility rentals and other sources, plus donations and grants all are vital for success. These must be allowed at the DDC and will be included in the business plan and projected budget.

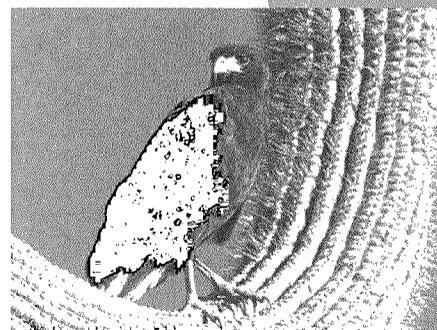
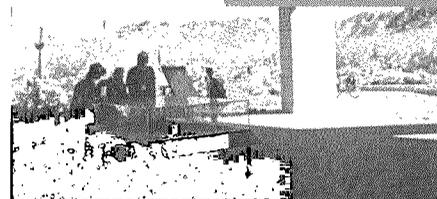
G. VENDOR'S ABILITY TO OPERATE AND MAINTAIN FACILITY

TEAM APPROACH: DDCS has demonstrated a continuing ability to identify, attract and retain well-qualified professionals to assist at each stage of our work as outlined previously in this SOQ. A major focus for our team going forward will be revisiting and re-imagining the overall educational and research plan and programming for the DDC, which will drive exhibit design and activity planning. This effort will involve professionals from ASU coordinated through our university liaison Wellington Reiter. Dr. Robert Breunig, former director of the Desert Botanical Garden in Phoenix and former president of the Museum of Northern Arizona, will serve as a programming and exhibit advisor. Because of the need to complete these tasks and their interdependency, it is very important for the City to initiate the selection of a design professional services firm as quickly as possible after the project starts. We also anticipate the need to access paid consultation with one or several exhibit design firms (i.e., not a long-term contract) to work with ASU, Dr. Breunig and the rest of our project team on the conceptual design of exhibits and the visitor experience.

As plans for the DDC are formulated, reviewed, debated and solidified, the skills needed in the startup, initial operations and ongoing maintenance of the facility will become clear. At that time – corresponding to Step Three in the RFQ, which is not part of our proposed initial scope of services except as noted above – we will conduct an international search for a DDCS president/CEO with the requisite skills and experience. We have consistently demonstrated our ability to attract individuals who can get the job done successfully.

Over the past two years, the DDCS board and advisory team has been expanded strategically to provide the skills and experience needed to support our work, culminating in this proposal. If selected, we expect our board will continue to expand and change in support of the new tasks and the anticipation of a major fundraising effort beginning in the next 18 – 24 months. Once a president/CEO is hired, the DDCS board will begin to transition to a governance body that guides, oversees and supports the implementation work of the DDC leadership team.

SELF-SUFFICIENCY: The operating and financial plan, along with partnership and fund-raising plans, will be in place to ensure financial stability from earliest years through organization maturity after the initial start-up period. Four critical components are required to achieve such institutional financial stability and to safeguard the City's capital investment:



First, it is vital to recognize and be prepared for the substantial pre-opening and one-time start-up costs associated with a major facility. For example, the core operating leadership must be in place a year or more prior to opening. Marketing and public relations efforts need to start far in advance. Opening celebration events, exhibits and activities need to be planned and arranged. The Phase II study wisely examined and estimated these costs. We intend to update those estimates as the new vision and resulting details are formulated and then focus private fundraising efforts on supporting these vitally necessary expenditures.

Similarly, for any new facility, there is a period of stabilization until it reaches institutional financial stability. Membership must be grown from scratch. Corporate, foundation and private support must be developed, expanded and solidified. Programming must be adjusted based on participant response. All these things are normal and expected, but they take time. In the Phase II study, ConsultEcon estimated that stabilization would occur in year four, with a range of three to five years. During this stabilization period, the facility would mitigate any funding risk as it moves toward stabilized operations by establishing an operating reserve – separate from an endowment – that is specifically intended as a financial safeguard. This will be another focus of private fundraising efforts, with the target amount based on the revised business plan developed under our scope of services. The assurance of a City “safety net” for the DDC during this five-year transition period will make it easier to attract private funds and actually lessen the possibility of needing temporary City support.

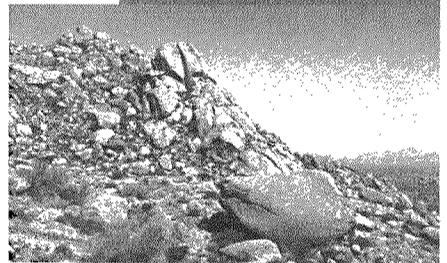
Next, like virtually every other similar facility, in order to be self-sufficient the DDC must offer a mixture of revenue-generating options to supplement entrance fees, memberships and donations. These include retail (a DDC shop and retail website), food service (a café or restaurant serving alcohol), rental space for meetings and special events including catering and other revenue-generating facilities and activities, such as fee-based educational offerings for children and adults. Not only are these services found at almost every large institution around the country and the world, as well as throughout the city and state, their absence or limitation likely would result in considerably diminished attendance at the DDC and the requirement for very high levels of revenue from grants, gifts and endowments.

The final and most important element is an able management team with the experience to run a large research and educational organization during its start-up years. We envision the DDC as a non-traditional facility – not a static center or museum but an active, engaging organization doing great new research and bringing exciting ideas, innovations and opportunities to the public. The management group will need to understand and be able to respond appropriately to the challenges of running a new kind of institution during its initial years. This is the main reason why recruiting the management group should be deferred until the planning, programming and exhibit design are well underway. The DDC leadership may look very different in their skills and experience than that of a traditional science center, botanical garden or history museum staff. Furthermore, the DDC leadership may change over time as the institution transitions from pre-opening planning through the start-up period into stable ongoing operations.

The organizational composition and structure of DDCS and the DDC management team will change as the project progresses and different skills and experiences become important. For two years we have demonstrated our ability to change and assemble the right team of board members and professionals to get the work done. We are confident we can continue to do so.



“An active, engaging organization doing great new research and bringing exciting ideas, innovations and opportunities to the public...”



H. LOCAL KNOWLEDGE

OUR TEAM: The DDCS board, advocates and consultants are a coalition of people who were involved in the formation of the McDowell Sonoran Preserve and have remained active in public organizations and bodies protecting and defining the Preserve. Our team includes a past Mayor and a former City Manager of Scottsdale, past MSC chairs, past MSPC members, a prominent local hotelier and well-known local land-use attorney, Scottsdale's sponsored historian and several stewards including one with more than 9,000 volunteer hours who also conceived of the McDowell Sonoran Field Institute. Most of us have lived in the Sonoran Desert at least 25 years and would live nowhere else.

The team we assembled to respond to this RFQ includes the internationally respected consultants from ConsultEcon, who have worked on previous DDC studies and have a bank of knowledge about the environs in which the DDC will compete. We have added expertise in exhibit design and programs through our partnership with ASU and our advisor Dr. Robert Breunig, who has developed tourism destinations in the Valley and the state. Our communication and marketing strategies are led by DeEtte Person, who led the City's Communications and Public Affairs office and now works with several local nonprofits, corporations and municipal entities. Bill Peifer, as a former City capital projects manager, has guided the construction of several major assets in Scottsdale including SMOCA and the Museum of the West. Sam Campana and Randy Schilling, who managed the DDCS process the past two years, are seasoned not-for-profit professionals who worked for 10+ years for Audubon, one of the most respected conservation organizations in the country.

Consider the references we have provided, the resumes attached to this proposal, and the backgrounds we have described throughout this document. We simply do not believe there is any other team as familiar as we are with the local environment, the economy, the tourism industry, or the history and ongoing management of the Preserve.

HISTORY AND PHILOSOPHY: DDCS and its legal team have done extensive research tracing Preserve history and the many studies, reports, committee recommendations, commission reviews and City Council discussions and actions regarding the DDC and the Preserve Gateway location. We also have carefully reviewed the history and practical application of the Preserve ordinance. Our conclusion, which we will share with City staff and City Council along with all our research and legal positions, is that the DDC as we all contemplate it – as a research and education center focusing on the Preserve, the Sonoran Desert and arid environments – is compatible with the spirit and letter of the Preserve ordinance. We also firmly believe the Gateway location and the functions and uses required for the DDC to be successful are equally compatible with history, documented intentions for the land, the Preserve ordinance and other regulations.

Our philosophy is to engage issues in a direct and transparent way. During the last two years we have met individuals with concerns about the DDC, its proposed scale, the Gateway location or other elements. We have listened to their concerns and presented our views. We have investigated their ideas, such as locations outside the Preserve. We believe this is the appropriate approach going forward: be open to concern and solicit and consider alternative ideas, but remember there is a huge amount of accumulated evidence from years of City-sponsored studies to support the current vision, location, functions and uses.

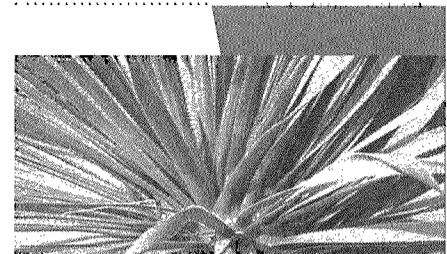
The DDCS board and team members have worked for two years to continue evolving the DDC concept to bring it to a point where implementation can begin. Our effort has been supported by generous cash and in-kind donations from dozens of supporters, including many in the tourism industry and by thousands of hours of effort, much of it volunteered. We are delighted that City Council has decided to support issuing this RFQ and we are hopeful of being selected as the Vendor that will bring the DDC to the local and global public.

Photo Credits: Joan Fudala / Lynne Russell / Scottsdale Public Library



"The 'People's Preserve' will be home to a world-class destination that draws residents and visitors alike to understand the beauty and majesty of the Sonoran Desert."

*– Joan Fudala,
Scottsdale historian and
author, The People's Preserve:
How Scottsdale Created the
McDowell Sonoran Preserve*





**ACKNOWLEDGMENT OF ADDENDA
AND NON-COLLUSION LETTER**



OFFICERS

Christine Kovach
Chair
Melinda Gulick
Vice Chair
Richard Bowers
Secretary
Lynne Lagarde
Treasurer

MEMBERS

Joan Fudala
Dan Gruber
Mike Surguine

ADVISORY BOARD

Dr. Robert Breunig
Dr. Lattie Coor
John Flicker
John Graham

STAFF

Randy Schilling
Development
Sam Campana
Lead Consultant

ACKNOWLEDGEMENT OF ADDENDA

July 15, 2015

REQUEST FOR STATEMENTS OF QUALIFICATIONS
FOR DESERT DISCOVERY CENTER AT THE GATEWAY
TO THE MCDOWELL SONORAN PRESERVE

Solicitation Number: 15SQ015

The Desert Discovery Center Scottsdale, Inc acknowledges the following Addenda:

| | |
|-------------|--------------------------------|
| ADDENDUM #1 | <u> ✓ </u> |
| ADDENDUM #2 | <u> ✓ </u> |
| ADDENDUM #3 | <u> n/a </u> |
| ADDENDUM #4 | <u> n/a </u> |

Sincerely,



Christine Kovach
Chair, Desert Discover Center Scottsdale

**Desert Discovery Center
Scottsdale**



EXHIBIT A

AFFIDAVIT REGARDING NON COLLUSION

BID NUMBER: (bid number) PROJECT NUMBER: (project number)

PROJECT NAME: (project name)

State of Arizona

County of Maricopa

I, Christine Kovach

(Name and title of authorized representative) says and certifies, that said Contractor/Company has not, either directly, or indirectly, entered into any agreement, participated in any collusion, or otherwise taken any action in restraint of free competitive proposing in connection with the preparation or submission of its Offer in response to this solicitation or any potential resulting Contract. This affidavit must be notarized for it to be acceptable.

Desert Discovery Center Scottsdale, Inc.

Contractor / Company Name

[Signature]

Signature of Authorized Representative

Christine Kovach

Printed Name and Title of Authorized Representative

6/22/15

Date

The forgoing instrument was acknowledged before me this 22nd day of June 2015.

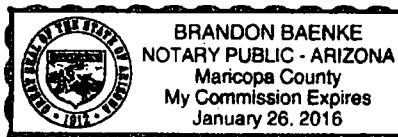
[Signature]

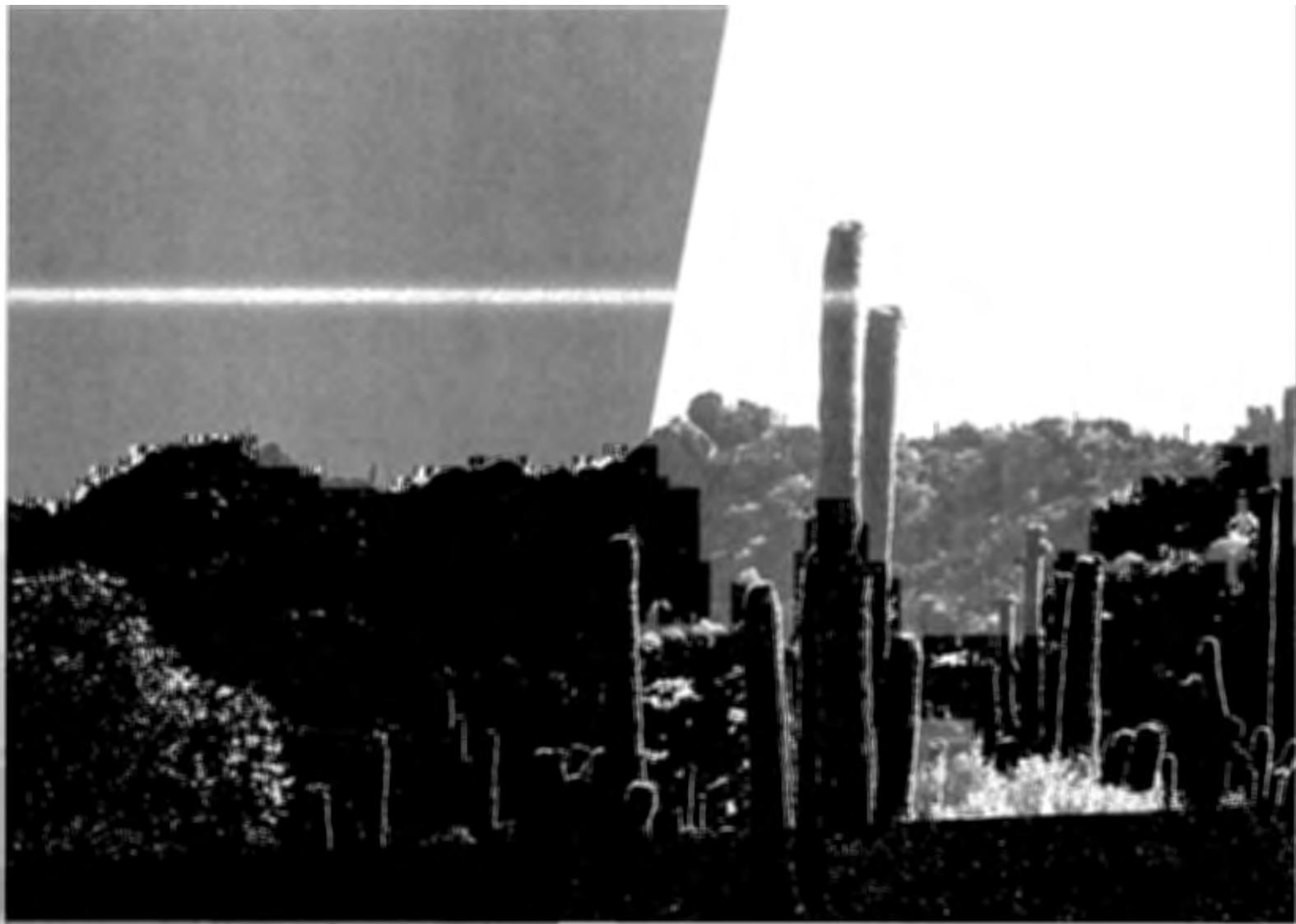
Notary Public

January 26, 2016

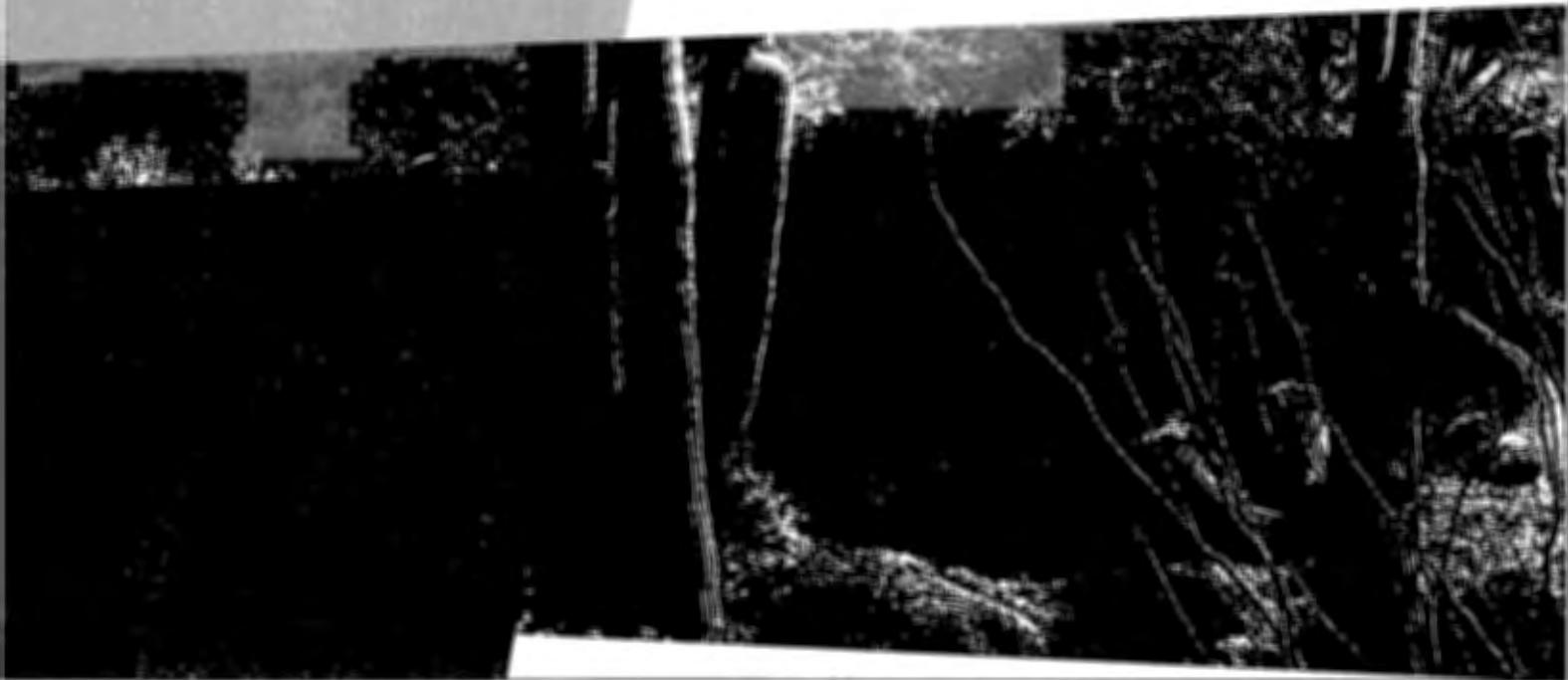
My Commission Expires

Notary Stamp:





DDCS BOARD AND STAFF



Christine Kovach Biography

Christine began her career in broadcast journalism working for ABC News in Phoenix, Arizona achieving the position of newscast producer before leaving to work in the financial industry. After nine years of working for Founders Bank, a start-up community bank in Scottsdale, Arizona as vice president of sales, Christine moved to pursue her own business interests. She now manages multiple companies and LLC's, consisting of business holdings, real estate, and private investments. Since 1995 Christine's focus has been in investing in one form or another.

Since 1991 Christine has been active in the Scottsdale community, and in 1993 joined the McDowell Sonoran Conservancy board of directors. Working to preserve the mountains and desert, Christine served all executive committee positions including four years as chairman of the board during the organization's formative and growth years. She also served on the City of Scottsdale's McDowell Sonoran Preserve Commission for two terms as vice chair. Christine remains active in Scottsdale's preservation effort.

Christine received her B.S. in Broadcast Journalism from Arizona State University and is a Lifetime Alumni Member and Presidents Club Member. Born in Des Moines, Iowa she currently lives in Scottsdale, Arizona with her husband and three children.

MELINDA MORRISON GULICK

6201 E. Cheney Dr. • Paradise Valley, AZ • 85253 • 602.478.9409 • m_gulick@msn.com

PROFESSIONAL EXPERIENCE

DMB Associates: Senior Vice President (2014 – present) Senior Executive responsible for human resources, stewardship and oversight of the corporate brand, internal and external communications and bringing the distinct project brands to life within DMB Communities.

Vice President, Community Life (2007 – 2014) Senior Executive leading the design, creation and ongoing operations of authentic, sustainable, active and engaged community life in DMB communities.

Town Manager, DC Ranch (2004 – 2007) Director of Operations for master planned community in Northeast Scottsdale.

Key Responsibilities

- Serve as a member of the Executive Leadership Team, responsible for the development and execution of the Company's business plan, including strategic, organizational and operational aspects of the Company.
- Lead corporate branding, marketing, communications, digital communications, corporate citizenship initiatives, community relations and provide oversight for community marketing.
- Lead human resources functions for the Company. Direct internal communications and employee engagement programs to support values-based corporate culture.
- Oversee operations of all DMB Community Life including community engagement, programming, special events, communications, volunteerism, philanthropy, operations, maintenance, landscaping, security and design review. Establish and lead partnerships for communities with municipalities, schools districts, NGOs.
- Training, development and supervision of staff

Desert Foothills Land Trust, Inc.: Executive Director (2002-2003) Chief Executive Officer of the land trust serving Cave Creek, Carefree, North Scottsdale, Desert Hills, North Phoenix and New River.

Scottsdale Leadership, Inc.: Executive Director (1998-2002) Chief Executive Officer of Scottsdale's community leadership training program.

Southwest Human Development: Community Relations Manager (1996-1998).

Sirius Publishing, Inc. Public Relations Specialist (1996).

KXAS -TV Channel 5: Dallas NBC affiliate (1995).

LawProse, Inc. (1993-1995).

EDUCATION

Southern Methodist University: Dallas, Texas. Bachelor of Arts – Journalism.

Major areas of study include: Public Relations; Art History; Psychology

COMMUNITY INVOLVEMENT

- Arizona Humane Society, Board of Directors (2008 – present). Secretary (2011); Chairman (2012-2014); Chair, Strategic Building and Planning Committee (2015 - present)
- McDowell Sonoran Conservancy, Board of Directors (2004 – 2011). Chairman (2005 – 2007)
- McDowell Sonoran Preserve Commission (2005 – 2011)
- Desert Discovery Center Planning Committees (2005-present)
- Desert Discovery Center Scottsdale, Chairman (2013 – 2015)
- Phoenix Women's Board of the Steele Children's Research Center (2006 – Present). President (2011 – 2012)
- Scottsdale Area Chamber of Commerce, Board of Directors (2004 – Present)

HONORS

- 2012 Arizona Cox Conserves Hero
- 2007 Frank W. Hodges Alumni Achievement Award, Scottsdale Leadership, Inc.
- 2005 Sandra Day O'Connor Community Service Award, Junior League of Phoenix, Inc.
- 1991 Scottsdale Charros Outstanding Young Woman of the Year

Richard A. Bowers, the longest tenured City Manager in Scottsdale's history, shaped an organization that garnered extraordinary public support, completed innumerable creative initiatives, and yielded a coveted Triple-Triple "A" bond rating. After 30 years of public leadership, Dick retired in November of 2000 to engaging a variety of creative community-related projects, including President/CEO of the beloved Phoenix Boys Choir. He currently serves as President of the Herberger Theater Center, a performing and visual arts presentation space of approximately 57,000 square feet and an annual budget of \$1.2 million. With an active esteemed Board of Directors they have met budget for the 14 years of his professional leadership.

Concurrently, Dick has led the City of Glendale on an interim basis twice during especially difficult periods. He has provided countless guidance and wisdom to dozens of local non-profits, leadership organizations, faith-based groups and more. He has consulted actively with communities across the country including the City of San Diego, Las Vega, Sacramento, Flagstaff, Virginia Beach and more. Private sector innovative companies sought his advice from BCBS Florida, USA Today, Bank One (Chicago), Southern Bell and more. Institutions of higher learning have asked for his guidance at ASU, UCLA, and others. Dick was drawn to the Board of the DDC to see the "loop closed on the long help community dream" of the McDowell Mountain Preserve and a nature education/visitor attraction to interpret the Sonoran Desert and more.

During Dick's tenure as Scottsdale City Manager, the TPC Course was envisioned and built within 3 years. WestWorld evolved from a single ring at Horseman's Park to HorseWorld and the seeds were sown to grow into the current WestWorld. Dick oversaw the building of the largest water treatment plant, an award winning police/fire training facility, and other inspired LEED Gold and above public buildings. Scottsdale built major public improvement projects during Dick's term thanks to a successful \$300M bond program.

Dick has received many coveted awards for his excellent and contributions to the positive growth of downtown Scottsdale and now Phoenix. From the Governor's Arts Award to the ICMA Outstanding Management Innovator award; he was also honored by the American Society of Public Administration with its Superior Service Award.

Dick is a valued and important part of the DDCS team. His expertise will serve us and the City of Scottsdale again well.

Lynne Lagarde

May, 2015

Retired Attorney, Former Partner Earl, Curley & Lagarde, PC
Land Use **and** Zoning Practice

Adjunct Professor, Sandra Day O'Connor College of Law, Arizona State University

Education

St. Mary's Dominican College, New Orleans, B.A. in English, Summa Cum Laude
Studies at University of London, Louisiana State University in New Orleans

Fordham University, Masters in Theology

Arizona State University, Juris Doctorate with Honors

Associations

Scottsdale Planning Commission, Chairman

Phoenix Historic Preservation Commission, Member

Audubon Arizona, Founding Board Member

Childsplay, Board Member

American Association of University Women, Former Branch President

McCormick Ranch Women's Association, Founding President

Scottsdale McDowell Mountain Task Force, Land Trust, Member

Joan Fudala
Joan Fudala Historic Consulting
8249 East Mohawk Lane, Scottsdale. AZ 85255
(O) 480-585-6952, (M) 602-549-9476
jfudala@cox.net

Joan Fudala is a Scottsdale, Arizona-based community historian and author, providing historic research, writing, public speaking and consulting services, focusing on Scottsdale area people, issues, businesses and nostalgia.

- **Author of 8 books:** *The People's Preserve: How Scottsdale Created the McDowell Sonoran Preserve* (2014); *Scottsdale Charros - 50 Years* (2012); *Zina's Cha Cha through Life*, a biography of Scottsdale civic leader Zina Kuhn (2009); *Golf in Scottsdale*, a pictorial history of Scottsdale's century of golf (2008); *Desert Highlands: A Vision in the Desert, a 25th Anniversary Tribute, 1983-2008*, a 112-page coffee table book (2008); *Images of America - Scottsdale*, a history in photographs (2007); *Historic Scottsdale: A Life from the Land*, a 192-page coffee table book (2001) and *Pilots, Pigeons, Gents and Jennies*, published by U.S. Air Force (1976).
- **Contributing writer** - history columnist, *Scottsdale Airpark News* magazine (1999-present); *Simmering Scottsdale*, Scottsdale Healthcare Auxiliary cookbook (2004); *Field Guide for the McDowell Sonoran Preserve* (2006)
- **Historic consultant** (2000 to present): City of Scottsdale, Scottsdale Public Library System, Scottsdale Charros, Scottsdale Railroad & Mechanical Society, Scottsdale Center for the Performing Arts, Scottsdale Public Art Program, The Heard Museum, Scottsdale Healthcare Foundation, Scottsdale History Hall of Fame, Scottsdale CVB, Henry & Horne, Desert Highlands Association, SunBurst Resort, Douglas Sydnor Architect & Associates, Sphinx Date Ranch & Palm Pantry and Scottsdale Resort at McCormick Ranch.
- **Communications consultant/writer** for Phoenix/Scottsdale clients (1999-2007), including: Scottsdale Healthcare Foundation, Virginia G. Piper Charitable Trust, Greater Phoenix Chamber of Commerce, Henry & Horne, Sheraton Phoenix Airport Hotel, Scottsdale Area Chamber of Commerce, City of Scottsdale.
- **Communications Director**, Scottsdale Chamber of Commerce/Convention & Visitors Bureau (1991 -1998).
- **Director of Corporate Communications**, Donald Trump's Trump Shuttle airline, New York City (1989-1991).
- **Public Relations/Marketing/Investor Relations Manager**, Presidential Airways, Wash., D.C. (1986-1989).
- **Media/Events Coordinator**, Shillito Rikes (a Federated department store chain), Cincinnati (1984-1986).
- **U.S. Air Force Public Affairs Officer** (active duty 1973-1982) in San Antonio (Kelly AFB), Phoenix (Luke AFB), Republic of Korea (Kunsan AB), Hampton, VA (Langley AFB) and The Pentagon; plus 12 years in the Air Force Reserve (1982-1994) in the Secretary of the Air Force/Office of Public Affairs, The Pentagon. Retired as a major.

Awards/honors: Scottsdale Public Library's Spirit of Literacy Award (2014). Recipient of the 2002 Scottsdale Leadership Frank Hodges Alumni Achievement Award. Honored as 2002 Scottsdale Woman of the Year by Women of Scottsdale. Grand and First Place awards from the American Chamber of Commerce Executives Association for media kit and website creation, newsletter editing, corporate image campaign and guidebook publishing (1993-1998); 1977 North American Aerospace Defense Command Public Affairs Officer of the Year.

Historic Research/Writing/Lectures (1999-present): Historic features published in *The Arizona Republic*, *Scottsdale Airpark News*, *Scottsdale Sr. Services Quarterly*, *ScottsdaleLife*, *Scottsdale Citizen*, *Heartbeat*, *Peek at the Peak*, *GolfArizona.com*, *Cincinnati Enquirer*, *Ohio State Alumni Magazine*, *Computing Channels*, *The Tribune Newspapers*, *Scottsdale Scene*. Provided historic consulting/writing services to the 2001 - 2015 Scottsdale History Hall of Fame. Researched/created a 64-year municipal chronology for City of Scottsdale, used by city staff and officials. Provided research and consulting to the Scottsdale Public Library historic photograph digitization project. Frequently deliver original, visual presentations on Scottsdale area history at city events, to civic and business organizations, and at reunions, museums and libraries. Conduct walking and bus tours of historic Scottsdale sites. Conduct oral history interviews for City of Scottsdale and appear on CityCable 11 history programs.

Affiliations: Scottsdale Museum of the West Board of Directors (2014-present). Desert Discovery Center Advocates Board (2014-present). Concerned Citizens for Community Health at Vista del Camino Board (2013-present). Scottsdale Historical Society Advisory Board (2012-present). Pinnacle Presbyterian Church Foundation Trustee/Secretary (2014-present). Member, American Legion Post 44. **Past affiliations:** Board member/past president, Friends of the Scottsdale Public Library (2000-11). Board member, Scottsdale Sister Cities Association (2011-12). Commissioner, Scottsdale Human Services Commission (1996-2002, two years as chair). Commissioner, McDowell Sonoran Preserve Commission (2005-08). Board member/past president, Partners for the Paiute Neighborhood Center (1999-2003). Board member, McDowell Sonoran Conservancy (2002-05). Board member, Arizona Technology Incubator (1993-95). Arizona Town Hall participant (1999, 2006, 2013). Scottsdale Leadership graduate (1995). Served on City of Scottsdale Sustainability Indicators and Enhancing Public Meetings task forces, Public Information Sub-committee-Scottsdale Historic Preservation Commission, and Scottsdale's 50th and 60th Anniversary committees. Chaired Communications Council of the American Chamber of Commerce Executives, a national professional association (1996-97).

Education: BA/Journalism-The Ohio State University; MA/Communications-University of Northern Colorado. Post-graduate study: College of William and Mary, U.S. State Dept. Foreign Service Institute and UC-San Diego (2006-2014).

DANIEL G. GRUBER

Principal and Senior Partner (retired)
Deloitte Consulting

Dan Gruber's experience at Deloitte Consulting included organization performance improvement and turnaround as well as strategic, business, and financial planning. Mr. Gruber has experience in a number of industries including retail, manufacturing, health care, cultural institutions and organizations, and financial services.

Mr. Gruber participated in change management, merger integration, organization design and restructuring, and turnaround situations. His clients included Honeywell, Health and Hospitals Corporation of New York City, Hewlett Packard, Kaiser Permanente, LTV Steel, and the Detroit Symphony Orchestra, among many others.

His other Deloitte Consulting responsibilities included the Management Committee, the Strategic Planning Committee, and frequent work as an instructor at management consulting and other Firm training programs. He was a recipient of the Donald A. Curtis Award for Partnership, which is Deloitte Consulting's highest recognition for career contributions to the Firm.

Mr. Gruber has been a frequent speaker to external groups on the topic of organizational change. He has been a guest lecturer at the Drucker Graduate School of Business at Claremont College, at the University of Toronto Business School, and at Thunderbird, the American Graduate School of International Management.

Mr. Gruber was a founder of the change management practice. Prior to that, he led the Firm's corporate reorganization practice.

Mr. Gruber came to Deloitte Consulting in 1974 from Merck, Sharp & Dohme Research Laboratories. He received his B.S. in Philosophy and Physics at the Massachusetts Institute of Technology and his M.S. in Operations Research at the Stevens Institute of Technology. He became a Principal in 1980, a National Partner in 1987, and was named a Senior Partner of Deloitte Consulting in 2000. He retired from active practice in 2004.

Since retiring, he has served in a variety of volunteer capacities with several conservation-related organizations near his Arizona home, notably the McDowell Sonoran Conservancy. He has co-authored several research papers, contributed to several books, and taught courses about the natural history of central Arizona.



Mike Surguine
Vice President and Managing Director

As vice president and managing director of Sanctuary on Camelback Mountain, Mike Surguine is responsible for operating one of the premier boutique resorts in the country. His extensive experience and knowledge in the hospitality industry guides, directs and supports the executive team that oversees resort operations.

Surguine came to Sanctuary on Camelback Mountain in 2001 with an eye to reinventing the resort. He oversaw a full-scale remodeling that has captured the imagination of the public and the accolades of the travel industry. In fact, in 2006, Sanctuary was anointed the "Top Resort in the U.S." by the readers of *Condé Nast Traveler*. Surguine's ongoing innovations have also given Sanctuary an award-winning restaurant and spa, and seven distinctive Mountainside Estates.

Surguine joined Sanctuary from Carefree Resorts, where he served as vice president of marketing and partner for 10 years. He was charged with establishing the collection of luxury resorts, which included The Boulders in Carefree, Ariz., The Peaks at Telluride in Telluride, Colo., Carmel Valley Ranch Resort in Carmel, Calif. and The Lodge at Ventana Canyon in Tucson, Ariz. as a brand with widespread recognition.

Surguine is a graduate of Florida State University with a Bachelor of Science degree in hotel administration. He is a member of The Arizona Lodging & Tourism Association, Hotel Sales Managers Association and current chairman of the Scottsdale Convention & Visitors Bureau.

###

SAM KATHRYN CAMPANA
7801 East San Miguel Scottsdale, AZ 85250
602 390 3452 sam@samcampana.com

PROFESSIONAL EXPERIENCE

Desert Discovery Center Advocates, Scottsdale, Arizona July 15, 2013 – Present
Lead Consultant with Private Sector for \$74M proposed research and education center in the McDowell Sonoran Preserve.

Pink Jeep Tours, Sedona, Scottsdale. May 2012 – June 2013
General Manager, Established Pink Adventure Tours in Scottsdale.

National Audubon Society, Phoenix, Arizona - February 2002 – April 2012
Founding Director
Vice President and Executive Director, Audubon Arizona
First Statewide Executive Director for National Audubon Society in Arizona

City of Scottsdale, Scottsdale, Arizona – 1986-2000
Mayor - April 1996 - June 2000 & **City Council Member** - 1986-1994

Arizonans For Cultural Development (ACD) 1983 – Present
Executive Director, Chairman of the Board 1983 - 1996; now **Chairman Emeritus**

EDUCATION

Scottsdale Community College, Graduated with Honors
Carroll College, Helena Montana & Arizona State University, Tempe, Arizona
Senior Executive Program for State and Local Officials,
John F. Kennedy School of Government, Harvard University
Fellow, National Endowment for the Arts, 1992
Fellow, International Womens Forum, Leadership Foundation 2001

AFFILIATIONS – CURRENT

Board of Directors: Bank of Arizona
Board of Directors: Stratco Global, Inc.
International Women's Foundation, Arizona Member
Valley Leadership, Class V, formerly Executive Committee
McDowell Sonoran Conservancy, Sonoran Women Society
Arizona Women's Forum Charter 100, Past President
Scottsdale Public Arts Commissioner 2000 – 2014
Prescott College, Board of Trustees

Randy Schilling
30600 N. Pima Rd. #14 Scottsdale, AZ 85266
602-739-1212 r_schilling@earthlink.net

Work Experience:

2011-2015 Fund Raising Consultant

Responsible for managing a \$13.5 million capital campaign for Ballet Arizona. Consul for Arizona Game & Fish, Audubon Arizona, and Scottsdale's Desert Discovery Center.

2008-2012 National Audubon Society
Senior Major Gifts Officer for the Intermountain West
And Director of Development for Audubon Arizona

Responsible for developing fund raising strategies for Audubon in Colorado, New Mexico, and Wyoming while managing 150 major gift accounts for Audubon Arizona.

2002- 2008 Director of Development
2010- 2012 Audubon Arizona

Responsible for starting a fund raising program in Arizona, including major gifts, foundations, corporations, individuals and Government grants. Planned and implemented a \$7.3 million capital campaign to build the Nina Mason Pulliam Rio Salado Audubon Center. Worked closely with Capital Campaign Committee and Board of Directors to build relationships and solicit funds for both capital and operating. Directed the Business Advisory Committee of 20 corporate executives, who helped to develop relationships for Audubon Arizona in the community. Also staffed the Nominating Committee and recruited Board members for the organization.

1995 –2002 VP of Development Scottsdale Cultural Council

1984-1995 Associate Vice President of Development
Thunderbird – American Graduate School of Int'l Mgmt.

Education:

Undergraduate: Indiana University, Bloomington, Indiana – BS Marketing/Advertising Degree from the School of Business

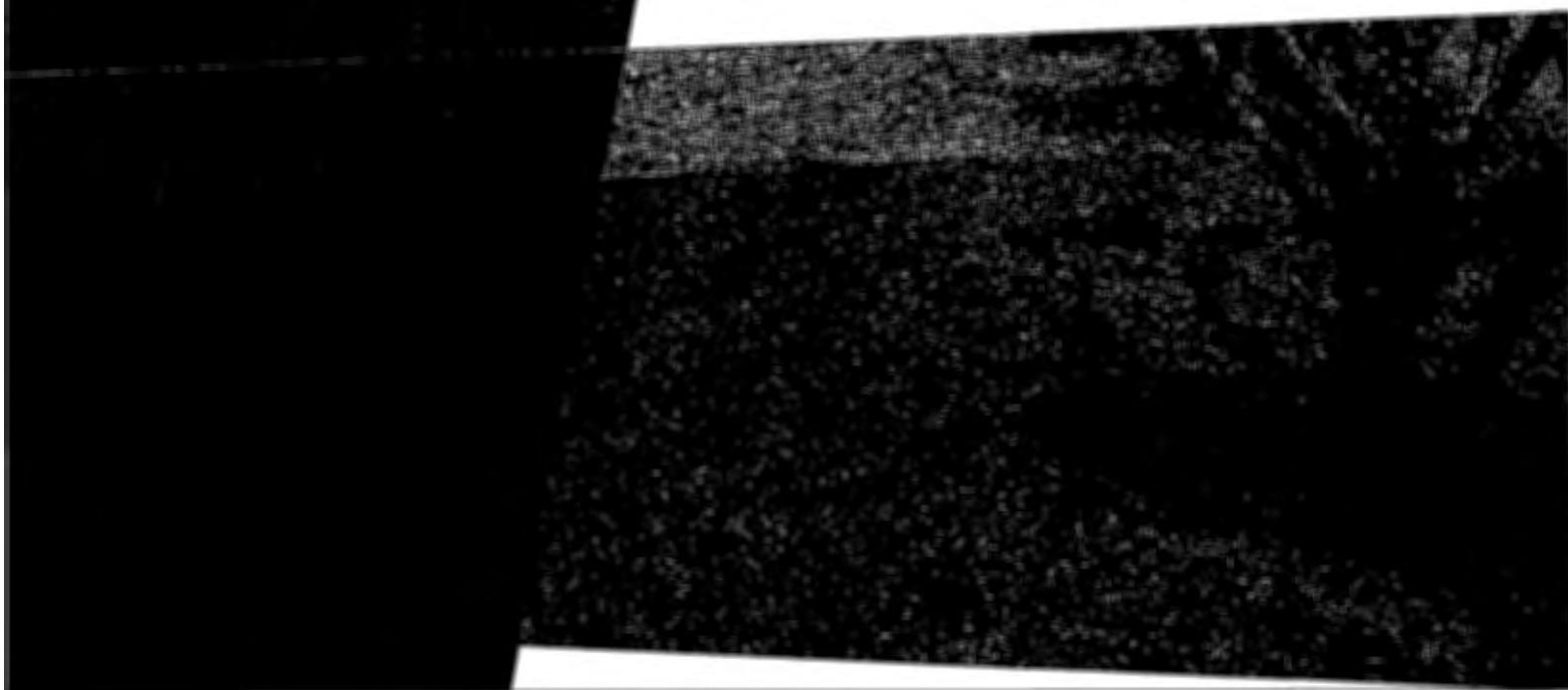
Graduate:1980 - Governors State University, Park Forest South, IL – Studied Health Administration

1992 - Thunderbird – American Graduate School of International Business, Glendale, AZ Studied International Business

1999 - Thunderbird – Executive Education certificate program- “Global Sector Non-Profit Management”



DDCS ADVOCATES AND ADVISORS



**DESERT DISCOVERY CENTER
SCOTTSDALE BOARD**

Christine Kovach, Board Chair
Melinda Gulick, Vice Chair
Lynne Lagarde, Treasurer
Richard Bowers, Secretary
Dan Gruber
Joan Fudala
Mike Surguine

DEVELOPMENT ADVISOR

Randy Schilling

CONSULTANT

Sam Campana

ADVISORS

Angela Creedon · Bruce Merrill · Chip Scutari · Dr. Christopher Boone · Colette Kamps · DeEtte Person · Dr. Ferran Garcia-Pichel · Fredda Bisman · Grady Gammage, Jr. · John Flicker · John Graham · John Sather · Karrin Taylor · Dr. Lattie Coor · Linda Obele · Loren Molever · Lynne Lagarde · Mark Eberle · Michelle Olson · Mike King · Sarah Loukota · Wellington Reiter

ADVOCATES

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RESUME
ROBERT G. BREUNIG

ADDRESS

3101 North Fort Valley, Flagstaff, AZ 86001; (512) 774-5211 ex. 201

EDUCATION

1973 Ph.D. - Anthropology, University of Kansas, Lawrence, Kansas

1968 B.A. - Anthropology, Indiana University, Bloomington, Indiana

1964 - High School, Shortridge High School, Indianapolis, Indiana

PROFESSIONAL WORK EXPERIENCE

January 2015: **President, Museum of Northern Arizona**, Flagstaff, Arizona

Dec. 2003 to Dec.2014: **Director/CEO, Museum of Northern Arizona**, Flagstaff, Arizona

Responsibilities:

Planning and administering regional natural history museum that has a \$3.5 million operating budget, a 20-member board, and the following departments: Collections, Education and Public Programs, Facilities and Grounds, Administrative Services (including accounting, human resources, information technology, facilities and grounds, retail sales, facility use and rentals, and visitor services), and research departments in Art, Anthropology/Archaeology, Geology/Paleontology, and Ecology/Conservation. Responsible for day-to-day management, strategic planning and policy development, supervision of a staff of 57 (37 FTE), and for serving as public spokesman and as liaison to the board of directors and community.

Secured private funding for the \$7.5 million Easton Collection Center, a US Green Building Council LEED Platinum facility. Led MNA through its reaccreditation process, securing American Association of Museums accreditation in 2008.

Nov. 1997-Dec., 2003: **Executive Director/CEO, Lady Bird Johnson Wildflower Center, Austin, Texas.**

Oct., 1994 - Nov., 1997: **Executive Director/CEO, Santa Barbara Museum of Natural History, Santa Barbara, California.**

Nov., 1985 - Oct., 1994: **Executive Director/CEO, Desert Botanical Garden; Phoenix,**

1982-1985: **Chief Curator/Deputy Director, The Heard Museum**

1981-1982: **Curator/Head of Dept. of Anthropology, Museum of Northern Arizona**

Lattie F. Coor

Lattie F. Coor, President-Emeritus and Professor of Public Affairs at Arizona State University, is Chairman and CEO of the Center for the Future of Arizona. For the previous 26 years, he served as a University President, most recently at Arizona State University from 1990 to 2002, and as President of the University of Vermont from 1976 to 1989. He has held positions with a variety of higher education associations, boards and commissions. Currently, he serves on the Board of Directors of Blue Cross/Blue Shield of Arizona and is a member of the Greater Phoenix Leadership Council.

An Arizona native, Coor was born in Phoenix and graduated with high honors from Northern Arizona University in 1958. He pursued graduate studies in Political Science at Washington University in St. Louis, Missouri, earning a master's degree in 1960 and a Ph.D. in 1964. He has honorary degrees from Marlboro College, American College of Greece, the University of Vermont and Northern Arizona University.

John Flicker

Prescott College 220 Grove Avenue Prescott, AZ 86301 jflicker15@gmail.com
516-315-0443

Current: President, Prescott College Recently appointed to lead one of the first (and best) whole-person experiential learning colleges dedicated to the values of community service, environmental responsibility and social justice. Prescott College is the only private, four-year college in Arizona.

2010 to Present: Philanthropy Consultant Advise individuals and organizations in areas of philanthropy, particularly related to conservation and environmental education. Assisted a large individual landowner in donating her estate for conservation, and creating and endowing a regional environmental education facility on the property. With funding from the Margaret A. Cargill Foundation, assisted National Audubon Society in developing a feasibility study and business plan for a national network of early childhood education programs. Helped the North American Association for Environmental Education design and secure funding for the creation of the Natural Start Alliance, a national network of nature-based preschools. Assisted the Pisces Foundation and the North American Association for Environmental Education in the creation of the Blue Sky Funders Forum, a consortium of foundations and corporations committed to increasing private philanthropy dedicated to environmental education.

2010 to Present: Trustee, George B. Storer Foundation Serve as a non-family trustee of the George B. Storer Foundation, a \$75 million foundation located in Jackson Wyoming. Helped the Foundation transition from a "check-writing" foundation to a foundation with a functioning board and professional staff following the death of the family's two patriarchs.

2012 to 2013: Family Business

Partnered with son to launch a family residential real estate business in Atlanta.

1995 to 2010: President, National Audubon Society

- Managed a national nonprofit organization with over 600 staff, a budget of \$85 million, and net assets exceeding \$250 million.
- Tripled the size of Audubon's investment portfolio to over \$150 million.
- Created a network of 43 community-based Audubon Centers, including 12 Audubon Centers in low-income urban communities.

1974 to 1995: The Nature Conservancy

Education:

1963 to 1968: Crosier Seminary, Onamia, MN
University of Minnesota, Minneapolis, MN: Bachelor of Arts
Mississippi Law School, Oxford, MS
Law, St. Paul, MN: Juris Doctor

1968 to 1971:
1971 to 1972: University of
1972 to 1974: William Mitchell College of

John W. Graham

President and CEO

February 2015

John Graham joined Sunbelt Holdings in 1982 and became President in 1990. John's background in asset management, development and real estate investment provides a solid foundation of knowledge and experience in the real estate field. Under John's direction Sunbelt has become a dominant force, in both community affairs and real estate activities. John's prior experience included The Koll Company in asset management and development from 1980- 1982 and Coldwell Banker in asset management and sales from 1978-1980.

EDUCATION

Stanford University – AB Economics 1979

Brophy College Preparatory – 1975

AFFILIATIONS – Current

Arizona Forward Association – Member

ASU Foundation – Board of Directors and Trustees/Chairman

Banner Health Foundation – Board of Directors/Executive Committee

Brophy College Preparatory – Board of Regents and Trustees

Greater Phoenix Economic Council – Board of Directors/Executive Committee

Greater Phoenix Leadership – Board of Directors/Chairman

Heard Museum – Board of Directors

MD Anderson Cancer Center – Capital Campaign Co-Chair

Office of the Governor – Conservation Acquisition Board

Paradise Valley Country Club – Board of Directors

PGA Southwest Section – Advisory Board

Phoenix Symphony Association – Board of Directors/Chairman

Rio Salado Foundation – Board of Directors/Vice Chairman

Teach for America Phoenix – Regional Advisory Board

The Nature Conservancy – Board of Directors

Urban Land Institute – Full Member

Valley of the Sun United Way – Board of Directors/Executive Committee

Velocity, Board of Directors/Interim Chairman

Wells Fargo Community Advisory Board

AFFILIATIONS – Past

Arizona Campaign for Arts and Culture – Board of Directors

Arizona State University Council of 100 – Board Chair

Arizona State University Council for Design Excellence – President

ASU's West Campus Leadership Advisory Council

Banner Children's Hospital – Capital Campaign Co-Chair

Brophy College Preparatory – Chairman of the Board of Trustees

Compass Bank – Advisory Board

Desert Botanical Garden – Board of Directors/Board Chair

Fighter Country Partnership – Honorary Commander

Herberger Theater – Board of Directors/Board Chair

Metro Phoenix Partnership for Arts and Culture – Board of Directors

O'Connor House – Capital Campaign Co-Chair

Office of the Governor – Commission on Water Management

Office of the Governor – Committee on K-12 School Facilities

Papago Salado Association – Director Emeritus and Board Chair

Phoenix Chamber of Commerce – Director

Safeway International LPGA Tournament – Tournament Chairman

Sereno Soccer Club – Board of Directors

Stanford Challenge – Arizona Major Gifts Chair

Thunderbirds' Charities – Board of Directors/Treasurer

Urban Land Institute – District Council Chair

Valley Partnership – Founding Member/President

Xavier College Preparatory – Board of Trustees

Rachel Sacco
President & CEO, Scottsdale Convention & Visitors Bureau

President and CEO of the Scottsdale Convention & Visitors Bureau, Rachel Sacco has been an integral part of this highly regarded Arizona organization since 1986.

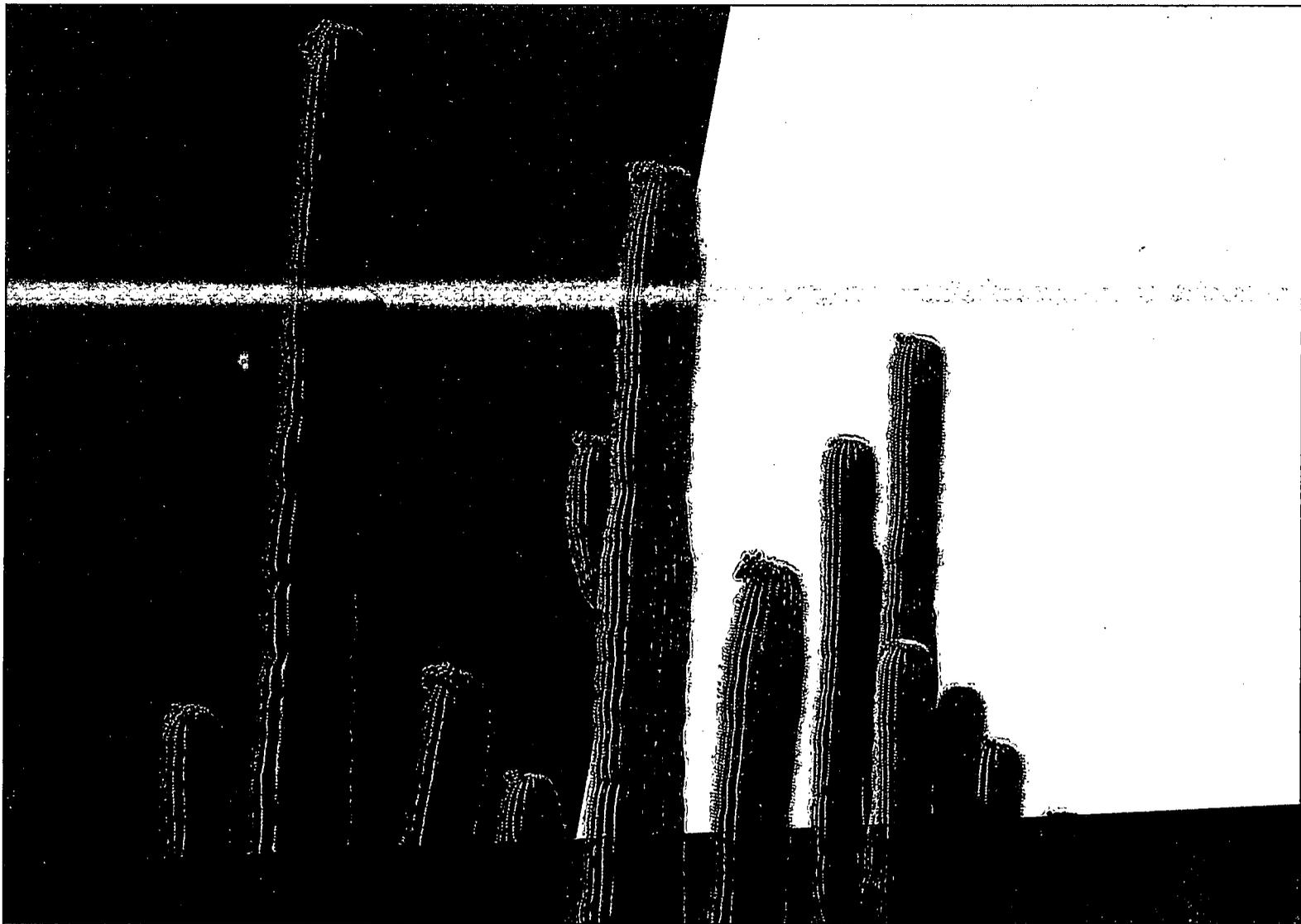
She joined the Scottsdale Area Chamber of Commerce in 1986 as the director of the convention and tourism department. In 1987, the Chamber formed the Convention & Visitors Bureau division and asked Sacco to be the executive vice president of the division. In 2001, the Convention & Visitors Bureau officially separated from the Chamber to become a stand-alone organization. She became the first president and CEO of the Scottsdale CVB.

Prior to assuming her duties at the CVB, Sacco spent seven years at the Phoenix/Valley of the Sun Convention & Visitors Bureau.

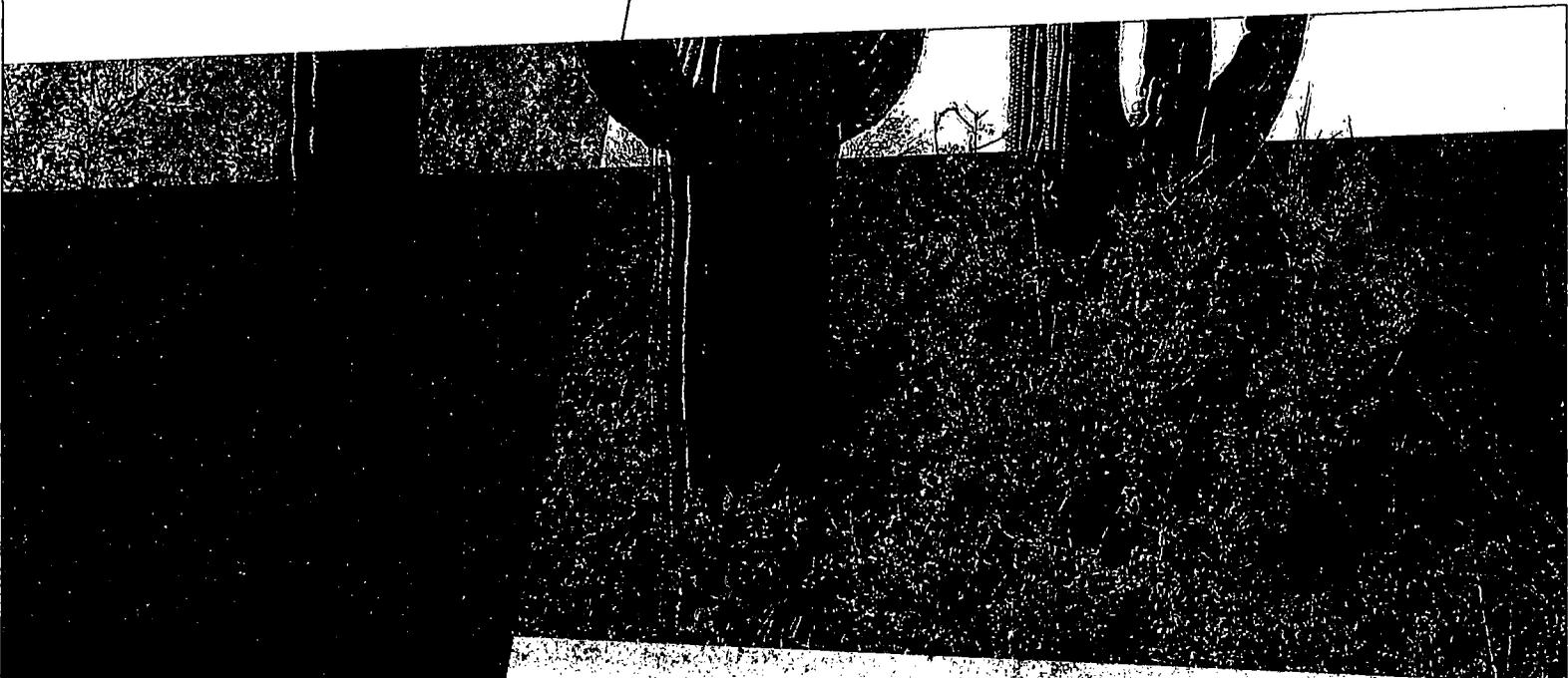
Sacco is a National Board Member for the U.S. Travel Association and sits on the Arizona Lodging & Tourism Association Board.

In 2015, Sacco was honored by the Rotary Club of Scottsdale with the Corporate Club Member Service Above Self Award for her outstanding service and volunteerism to the club and the City of Scottsdale. In 2012, she was named one of the 50 Most Influential Women by *Arizona Business Magazine*. In addition, Sacco was honored in 2011 by Scottsdale Leadership with the Drinkwater Leadership Award in recognition of her leadership and community service to Scottsdale. She also was chosen as the 2010 HIPpest Industry Leader by the Hospitality Industry Professionals for her impact on the industry through economic impact, marketing and giving back to the community. In addition, Sacco was inducted into the Arizona State University College of Public Programs' Alumni Chapter Hall of Fame, recognized in *Arizona Foothills* as one of 2008's "Women Who Move the Valley," named to the Arizona Governor's Tourism Hall of Fame in 2006, named to the Arizona Culinary Hall of Fame as a 2005 Culinary Ambassador, and named the 2004 Executive of the Year by the Phoenix Chapter of the International Association of Business Communicators.

Sacco graduated *cum laude* from Arizona State University with a major in communications and a double minor in business and foreign languages. Mother of three children, Sacco, along with her husband, is active in her church and community.



DDCS CONSULTANTS



BUILDING ART, LLC

Bill Peifer, Principal

Value Bill Peifer founded Building Art LLC to provide successful owner representation, project management and design services for non-profits, governmental entities, owners, and developers, that seek to fulfill a dream of building a project that accomplishes both an architectural and financial mission. Building Art LLC has been involved with award winning iconic construction projects for over three decades. This experience has included project management of start-up art museums, commercial mixed use development, recreation complexes, cultural institutions, and municipal infrastructure.

Professional Approach Today's construction environment has drastically changed over the last decade. CMAR Design Build, Revit, BIM, CADD, LEED and other technological advances often leave the construction industry isolated to the point that few people can determine a project's constructability and likely success by evaluating multiple discipline's efforts. Building Art LLC operates within these new environments and develops consensus with owners, design team and contractors to move in a common direction. This management approach is an art that produces a construction project or facility that exceeds expectations- *building art!*

Relevant Experience

| | |
|-----------------|--|
| 2013 to present | Building Art LLC, Principal |
| 1995 to 2013 | City of Scottsdale, Capital Project Management, Principal Project Manager, supervised twelve staff, PM for large capital projects. |
| 1987 to 1995 | City of Phoenix, Parks, Recreation and Library Department, Principal Landscape Architect, supervised five designers, lead city designer for parks bond projects. |
| 1982 to 1987 | Site Work Inc., owner of engineering/design firm in Texas |

Projects

- Tony Nelssen Equestrian Center, Scottsdale, AZ
- Scottsdale's Museum of the West, Scottsdale, AZ
- Chaparral and McKellips Lake Renovation
- Chaparral Water Treatment Plant, Scottsdale, AZ
- CAP Water Treatment Plant, Scottsdale, AZ
- Civic Center Renovation, Scottsdale, AZ
- Margret T. Hance Park, Phoenix, AZ
- Japanese Friendship Garden, Phoenix, AZ
- Scottsdale Center for the Arts Renovation, Scottsdale, AZ

Education

- Ball State University, Bachelor of Environment Science
- Ball State University, Bachelor of Landscape Architecture

Involvement/ Register Landscape Architect in Arizona

Awards

- LEED AP certified
- Valley Forward Award winner

ConsultEcon, Inc.

Robert E. Brais, Vice President

Mr. Brais is a consultant to an array of client types including non-profit institutions, developers and business owners, national, state and local governments and agencies. He has been identifying success strategies for master plans, development projects, and institutional expansions; and in creating organization operating strategies for over two decades.



Services provided by Mr. Brais include: business and operations plans, highest and best use and market support studies, master plans, strategy formulation, land economics, pre-development plans economic and fiscal impact assessment, and development approvals process assistance. Financial analyses range from preliminary feasibility studies to complex development pro formas. State-of-the-art financial analysis techniques include sensitivity testing and discounted cash flow projection.

Project types include culture and arts facilities; visitor attractions such as museums, historic sites, science centers, aquariums, zoos; parks; land master plans; and entertainment districts. Mr. Brais also has extensive experience in analyzing real estate associated with recreational land uses such as retail, restaurant, hotel, conference center and meeting facilities, theaters, residential and parking. Examples of Mr. Brais' assignments include:

- ◆ **Arts and Culture Museums:** Miami Art Museum; Virginia Museum of Fine Arts; Witte Museum; New Mexico Museum of Art; Eatonville FL Cultural Center; Museum at Bethel Woods (Woodstock); Telfair Museum of Art; McNay Art Museum; Scottsdale Museum of the West; Tampa Museum of Art
- ◆ **Cultural Facilities:** Event Center at Woodlawn Museum & Gardens; Arvada Center for the Arts and Humanities, Center for Puppetry Arts; Providence, RI's Bomes Theater reuse; International Bluegrass Hall of Fame; Akron Civic Theater renovation; Chapman Cultural Center
- ◆ **History and Culture Museums:** proposed Boston Museum; Chestnut Hill Waterworks Museum; International Museum of Women; Suffolk, VA African American Museum; Museum of the Cherokee Indian; Louisiana State Museum; Adirondack Museum; NC Civil War Museum; Frank Lloyd Wright's iconic Buffalo residence the Darwin Martin House; Jacksonville Museum of Science and History
- ◆ **Educational:** National Flight Academy; Audubon Hog Island learning center; Louisville Energy Education Center; Springfield, MO Water Discovery Center; Audubon Ark environmental tour boat, St. Louis, MO
- ◆ **Science Centers and Children's Museums:** Science Museum of Virginia; Nauticus in Norfolk, VA; Desert Discovery Center in Scottsdale AZ; Lawrence Hall of Science; Mid-America Science Center; Belmont Bay Science Center; Explore & More Children's Museum; Nevada Discovery Museum
- ◆ **Visitor Centers:** St. George's Visitor Center in Bermuda; NPS Gettysburg National Military Park; Underground Railroad Visitor Center; Spring Mountains Visitor Center
- ◆ **Aquariums, Zoos and Parks:** National Aquarium in Baltimore; Monterey Bay Aquarium; Texas State Aquarium; Shedd Aquarium; Minnesota Zoo; Buffalo Zoo; Cleveland Botanical Gardens
- ◆ **Commercial:** Owensboro, KY Convention Center; Cherokee Hotel and Indoor Waterpark; Austin, TX Conference Center/Hotel; Salem, MA Luxury apartments; Hyde Park - Boston and Salem, MA retail studies

Master planning assignments include Boston's Charles River Basin; Niagara Falls at Niagara Parks in Ontario, Las Vegas Springs Preserve, Des Moines Riverfront, Boundary Tree master plan, Cherokee, NC.

Mr. Brais' work has included formulating implementable strategies for economic development. This includes a visitor center strategy for the City of San Antonio; a master plan for a cultural attraction in San Benito TX; and a heritage tourism strategy for Western New York. Mr. Brais' experience in evaluating the impacts of discrete projects as well as action plans includes: economic impacts of the Red Sox spring training facility; the National Museum of the Marine Corps, and Miami Science Museum.

Mr. Brais is a member of the American Association of Museums, the Association for State and Local History and other relevant professional organizations. He presents often at these organizations. Prior to his consulting career work, Mr. Brais had experience in real estate evaluation and in retail management. Mr. Brais has an M.B.A. from the University of North Carolina At Chapel Hill and a B.A. in Economics and Political Science with honors from Boston College.

ConsultEcon, Inc.

Thomas J. Martin, President, AICP

Mr. Martin is President and founder of ConsultEcon, Inc., a national and international market, management, and economic development consultancy. He has over 35 years experience in providing consulting services to the museum, travel, tourism and recreation industry, and historic preservation communities. In addition to consulting on individual museums and attractions, Mr. Martin has been involved in site-specific projects, area-wide studies, national strategy plans, and research and development in the cultural and recreational attractions field. Representative work includes



- ◆ **Arts and Culture:** He has conducted a number of assignments for the Annenberg Foundation including a plan for the Annenberg estate Sunnylands, the Annenberg Space for Photography, and the Companion Animals Center. Arizona Historical Society Museum Arizona State Museum Laumeier International Sculpture Park Strategic alternatives analysis for the Akron Civic Theatre Center for American Music in New Haven; Lucy-Desi Comedy Center, Jamestown, NY; Goodspeed Opera House
- ◆ **History and Culture Museums:** proposed Boston Museum; the Norwalk Maritime Center; Frank Lloyd Wright's iconic Buffalo residence – Darwin Martin House; Soldiers Memorial Military Museum, Minnesota Museum of Art; Route 66 Xperience; NPS Gettysburg National Military Park Visitor Center; History Museum of Upcountry SC
- ◆ **Science Centers and Children's Museums:** Exploratorium; California Academy of Sciences; Connecticut Children's Museum; Lawrence Hall of Science; Belmont Bay Science Center; Arkville, NY Water Discovery Center
- ◆ **Aquariums, Zoos and Parks:** National Aquarium in Baltimore; Monterey Bay Aquarium; Shedd Aquarium; Lake Superior Zoo Master Plan; Cleveland Botanical Gardens, Seattle Japanese Gardens, Railroad Reservation Park, Birmingham, AB; Ocean Sciences Center, NOVA Southeastern University; Mississippi River Museum & Aquarium
- ◆ **Commercial:** Paducah KY Hotel strategy, Ft. Devens, MA Adaptive Reuse strategy; Northern Forest Institute conference center; Destiny USA Commercial Potential; Lookout Farm commercial potential
- ◆ **Master Plans / Area Wide Plans:** Automobile National Heritage Area General Management Plan; national visitor center strategy, NOAA Marine Sanctuary System; Charles River Master Plan; Tucson Origins Heritage Park; Evans & Rosedale Neighborhood Revitalization plan; Waimea Falls Business strategy

Mr. Martin is the author or co-author of over three hundred technical project studies related to cultural and recreational facilities development, tourism development and economic feasibility evaluation. Mr. Martin has had experience with presentations and interviews on radio and television. Among his presentations are: "Arts and Cultural Districts" presented in Madison, Wisconsin; "Feasibility Studies and Public Finance," presented to the National Federation of Municipal Analysts, "Trends in the Market Environment," presented to the National Assembly of Local Arts Agencies, "Financing Wild Kingdoms," presented to a conference sponsored by the Audubon Institute in New Orleans; "Economic Impacts of Recreation Projects," presented to the U.S. Conference of Mayor's Leadership Institute; "Market Strategies for Tourism Development on American Indian Reservations" presented to the National Native American Tourism Seminar, sponsored by U.S. Department of Interior, Bureau of Indian Affairs in Washington, D.C.; "Maximizing Land-Based Recreation Resources; presented at a National Recreation and Parks Association Conference; "Assessing Economic Feasibility for Recreational and Tourism Development Projects" presented at the National Council on Urban Economic Development Conference; "Business Planning for Visitor Attractions," presented at the American Zoological Association Annual Meeting; and "Right-Sizing Your Museum Expansion," at the American Association of Museums Annual Conference.

Mr. Martin's educational background includes a B.A. degree from Southern Illinois University and a Master's degree in planning from the University of Washington; he has partially completed the requirements for an advanced degree in geography. Mr. Martin is a member of the American Institute of Certified Planners, the Travel and Tourism Research Association, the Urban Land Institute, the National Parks and Recreation Association, and the American Association of Museums. He has lectured at a number of universities and is co-author of **Adaptive Use: Development Economics, Process and Profiles** (Urban Land Institute), a publication which outlines the real estate development process for historic buildings and sites.

ConsultEcon, Inc.

Jason J. Drebitko, Senior Associate

Mr. Drebitko brings a broad set of strategic and hands-on operations experiences to his projects. His work with visitor attraction and destination tourism development projects during the last seventeen years has included project development and evaluation; consumer behavior research; fundraising; business and partnership development; executive management; facility planning and capital project management; economic research; new program/exhibit/ product development and organizational repositioning strategies. Mr. Drebitko's interests focus on entrepreneurship, business development and sustainable non-profit business models.



Mr. Drebitko has lead and has supported dozens of market and feasibility studies for tourism projects with capital budgets of up to \$300+ million, and has developed financial models/business plans for projects with operating budgets from \$100K to \$10's of millions. He has assisted a variety of public and private clients (including individuals, foundations and corporations) with: implementation of business plans; developing funding, organizational development and repositioning strategies; financial turnarounds and project pre-opening plans. In addition to his experience with cultural and arts facilities, historic sites, science centers, zoos, aquariums, natural history museums, environmental attractions, botanical gardens and parks, Mr. Drebitko also has experience with projects including meeting and conferencing facilities, retail, and lodging/accommodations.

Examples of Mr. Drebitko's clients and/or project assignments include:

- ◆ *Arts and Culture:* Annenberg Space for Photography, Los Angeles, CA; Chapman Cultural Center, Spartanburg, SC; the Adirondack Museum; Sunnylands, Rancho Mirage, CA; Goodspeed Opera House
- ◆ *Gardens and Parks:* Railroad Park, Birmingham, AL; Seattle Japanese Garden; Rocky Hills Garden
- ◆ *History and Heritage:* Lake Champlain Heritage Corridor; Gettysburg National Military Park; the Barns of Nipmose; MT Cowboy Hall of Fame; Mount Beacon Incline Railway; Lemay Automobile Museum
- ◆ *Natural History and Environment:* Natural History Museum of the Adirondacks; Hog Island Audubon Center; Northern Forest Institute; Utah Museum of Natural History; NOAA Marine Sanctuaries Program; Wildlife Conservation Society; Audubon New York; Bass Fishing Hall of Fame; Gray's Reef National Marine Sanctuary
- ◆ *Science:* National Flight Academy at the National Museum of Naval Aviation, Pensacola, FL; Science Quest Michigan; Strategic Business Planning for the Lawrence Hall of Science, Berkeley, CA
- ◆ *Aquariums and Zoos:* Monterey Bay Aquarium; Shedd Aquarium; National Aviary; New England Aquarium; Lake Superior Zoo; National Mississippi River Museum and Aquarium; Georgia Aquarium; Mystic Aquarium
- ◆ *Other:* Adirondack Economic Development Strategy (accommodations); Hotel/Museum Collaboration – Adirondacks; VFW Building Reuse, Easton, PA

In past work, Drebitko served as CEO of an internationally recognized handmade furniture and pottery manufacturer and retailer, where he was charged with brand building and new business development. He led the planning and implementation of new retail stores, new marketing initiatives, cost reductions and a new website with e-commerce as well as new partnerships with other retailers, high end restaurants and hotels and other organizations, including the executive branch of the White House and the United Nations Association of New York.

In his past work as President and CEO of a leading non-profit environmental education and research organization, Mr. Drebitko stabilized the organization's challenging financial situation by reducing operating expenses, restructuring debt, building internal revenue generating capacity, and developing new sources of revenue. Mr. Drebitko also completed fundraising (including successfully soliciting five, six and seven figure gifts), design, development, and implementation of the organization's new capital project.

Drebitko has also served as a management consultant to the Duchess of Northumberland's, Alnwick Garden project, the most visited paid tourism attraction in the North of England. Mr. Drebitko's educational background includes a Masters of Environmental Management Degree (with an emphasis on environmental tourism, sustainable design and non-profit management) from Yale University; a Masters of Education degree focusing on research methods and program evaluation from Harvard University, and a B.S. from the University of New Hampshire.



DeEtte Person, ABC – Bio, Public Involvement Focus

DeEtte Person, ABC, has more than 25 years experience in all facts of public affairs including public involvement, communications strategy and planning, special events, speech writing and media relations.

She spent 13 years with the City of Scottsdale as its public affairs manager, overseeing public involvement, citizen communications and Mayor/Council relations. While there, DeEtte managed the city's cross-department public involvement group; oversaw all communications efforts for a \$289.2 million bond program, which funded major public improvement projects related to transportation and drainage, water resources and community facilities; and managed the public affairs aspects of the North Indian Bend Wash Superfund project. She was also on the communications teams formed to study the Desert Greenbelt Project and to launch the McDowell Sonoran Preserve.

For the past several years, DeEtte has managed broad-scale and often controversial public involvement projects. She oversaw public involvement efforts—including the Maricopa County Flood Control District's PAC committee—for the McDowell Road Retention Basin and Storm Drain Project in Mesa; as well as several high profile road improvement projects in Prescott—Copper Basin Road, Park Avenue and Williamson Valley Road (south and north projects). Other municipal clients have included Apache County, the cities of Avondale, Mesa, Peoria and Scottsdale, the Downtown Scottsdale Enhanced Municipal Services District and TALIS Construction, as well as the Water-Use It Wisely campaign, which is a collaboration of all Valley cities and utility companies.

DeEtte is also an accomplished, award-winning freelance writer who frequently contributes to AAA Arizona, Arizona Medical Association, Arizona State University, Banner Health and Central Arizona Project publications. In addition, she has lent her project management expertise to signature events such as the nationally-recognized Avnet Tech Games—a college technology competition open to all Arizona college students.

Named as an Accredited Business Communicator by the International Association of Business Communicators (IABC), DeEtte served as the IABC-Phoenix President during one of the year's it was named as the "world's best" chapter. The chapter also honored her with its highest award, naming her "Phoenix Communicator of the Year." In addition, she has won several awards from IABC, as well as from the Government Communications Association and the City-County Communications and Marketing Association (3CMA).

MICHELLE OLSON, APR

Scottsdale General Manager and Public Relations Director

Fingerpaint Marketing

Michelle has spent most of her 30-year public relations career in a consulting environment, ranging from mid-size firms to large, integrated advertising agencies. She has significant experience in regional public involvement projects for various municipalities and governmental agencies, plus national and regional consumer and trade media relations across industries, with particular expertise in real estate, retail, hospitality/tourism, wellness and environmental sustainability.

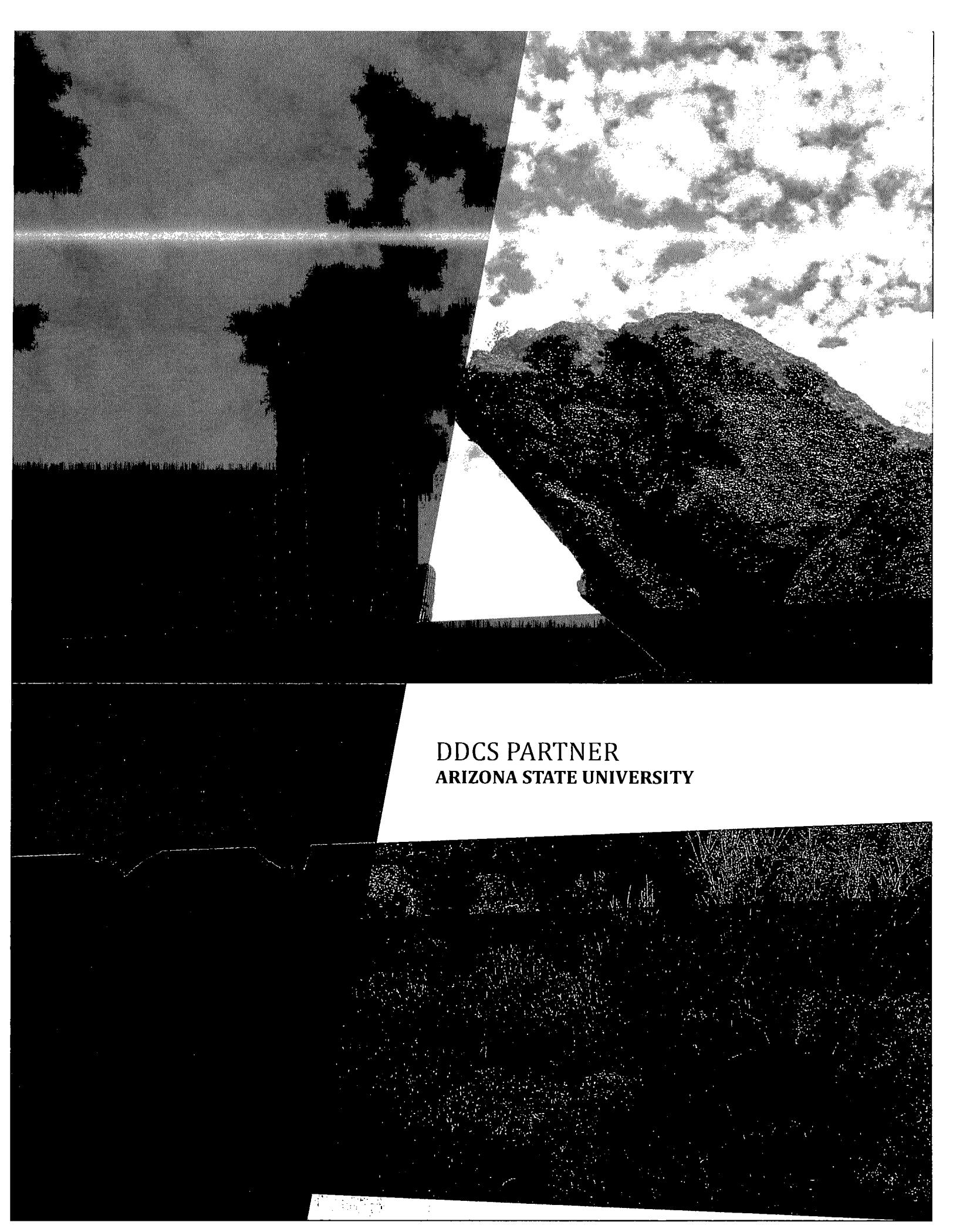
As general manager of the Scottsdale office of Fingerpaint, Michelle provides clients with strategic communications planning, media relations, public involvement, crisis communications, content marketing/social media and event coordination. The public relations firm she founded in 2002, Olson Communications, was acquired by Fingerpaint in 2014.

She has handled numerous high profile projects including the Phoenix Coyotes/Jobing.com Arena opening in Glendale, Ariz., the Merrill Lynch SKINS Game in LaQuinta, Calif. and the opening of several hotels, restaurants, golf courses and two successful lifestyle centers: Kierland Commons and Scottsdale Quarter.

Michelle has been at the forefront of changing media and interactive platforms, and includes social media and other online initiatives in all PR programs. She's a blogger and an active user of Twitter, LinkedIn, Instagram and Facebook along with lesser known social networks that keep her clients connected to their industries.

Although her career began in Minneapolis, Michelle has lived in Arizona for 24 years and has built strong relationships with business leaders, government staff and officials, and print and broadcast media throughout the state. She has also been a leader in her field locally, regionally and nationally. She is a past president of the Phoenix Chapter of the Public Relations Society of America (PRSA), holds the Accredited in Public Relations (APR) designation and is a past chair of Counselors Academy, a special section within PRSA for public relations firm owners and leaders. She is a board member of Arizona Forward, and an active member of National Association of Real Estate Editors (NAREE) and the Urban Land Institute (ULI). Michelle mentors students and young people interested in public relations as a career choice and is a frequent guest lecturer at Arizona State University's Walter Cronkite School of Journalism and Mass Communication.

In 2003, Michelle was recognized by the Phoenix Chapter of PRSA with the prestigious Percy Award for her lifetime achievements in the public relations industry.



**DDCS PARTNER
ARIZONA STATE UNIVERSITY**

Memorandum of Understanding between Arizona State University and the Desert Discovery Center Advocates

This memorandum of understanding (MOU) is made between Arizona State University (ASU) and the Desert Discovery Advocates (DDCA) as of April 23, 2014.

RECITALS

- DCCA is a group of private citizens whose goal is to further the concept for the proposed Desert Discovery Center (DDC), seek financing for the project, and plan and organize for its eventual implementation.
- The financial affairs of the DDCA currently are handled through the Arizona Community Foundation.
- It is the intent of the DDCA in collaboration with its partners, including its primary academic partner, to create a new or recruit an existing 501(c)3 non-profit organization and develop a board specifically for the purpose of governing and managing the DDC. The entity that ultimately operates the DDC (the Operator) likely will be selected by the City of Scottsdale (the City) through a public process and manage the DDC under a long-term contract with the City.
- This initial MOU between the DDCA and ASU will be replaced with a longer-term agreement between the Operator and ASU. This new agreement would be contractual in nature and reflect what is learned during the planning and development period.
- In order to undertake the development of the Desert Discovery Center, DCCA desires to enter into an arrangement with ASU to plan and eventually to deliver education and research programmatic activities.
- The DDCA and ASU desire that this initial MOU be a public and official statement of mutual intent that outlines our relationship in a non-contractual manner.
- ASU and DDCA agree that:
 1. The DDC will become a global destination for transformative research, education, interpretation, and experiences about desert ecology and about adapting to, conserving, and living sustainably in arid environments.
 2. The goal of the DDC is to change individual behavior and influence the public's perception and motivation to promote more sustainable living in arid environments globally.
 3. The DDC will attract hundreds of thousands of annual visitors plus millions more to its website and other digital media, with the aim that these visitors' experiences will change their perceptions about their environment, their behavior and, over time, public policy regarding how to live in arid areas.

MEMORANDUM OF UNDERSTANDING

ASU and DDCA (the Parties) will:

1. Participate jointly in planning, developing, and eventually operating or participating in the activities of the DDC.
2. Participate in presentations, discussions, and promotion of the DDC to public and private individuals and bodies as necessary and appropriate.
3. Work together to plan and support fundraising for further project design and development and ultimately to construct and support the facility, its staff, and its activities.
4. Identify and bring the best academic and other partners, researchers, teachers, and experts regardless of affiliation to participate in the planning, development, and ongoing research, educational, and interpretive activities of the DDC.
5. Participate in or manage work on the content, initial design, and periodic revitalization of permanent and temporary exhibits, educational programs and events, citizen-science activities, and on- and off-site/electronic experiences for DDC visitors.

The Parties will establish the following mechanisms to achieve these objectives:

1. Institutional Representatives: As soon as practicable, ASU and DDCA each will appoint an institutional representative to serve as the primary point of contact for advancement of the ASU-DDCA collaboration.
2. ASU Project Manager: Once planning for the DDC is under way, ASU will appoint a full-time project manager to identify, track, and coordinate the implementation of the projects and activities related to the ASU-DDCA collaboration (including, but not limited to, those identified in the joint educational plan, research plan, and the resource attraction/fundraising plan).
3. ASU Desert Discovery Leadership Council: To help initiate planning for the DDC, ASU will establish an ASU Desert Discovery Leadership Council (DDC Council) comprised of senior academic representatives from the School of Life Sciences and the Global Institute of Sustainability, plus other senior academic, administrative, and Foundation members as appropriate. The Council will serve as a coordinating mechanism to ensure the full participation of ASU academic and administrative units in the advancement of the Desert Discovery Center. The DDCA institutional representative also will participate in the DDC Council.
4. Educational Collaborations: During the planning and operational phases of the DDC, ASU will work with DDCA or the Operator when selected to develop an annual plan and a five-year plan for collaborations designed to advance public participation in DDC research, educational, and interpretive programs and activities and to enhance learning by participants in those programs and activities. In conjunction with the establishment and implementation of such plans, ASU collaborative activity would include the location of ASU faculty members and ASU students at the DDC for purposes of furthering the educational collaborations in accordance with the education plans. This collaboration will be developed during 2014.

5. **Research Collaborations:** During the planning and operational phases of the DDC, ASU will work with the DDCA or the Operator when selected to develop an annual plan and a five-year plan for collaborations designed to advance research and identify solutions with respect to research areas identified in the plans. In conjunction with the establishment and implementation of such plans, ASU collaborative activity would include the location of ASU faculty members, ASU students, and ASU research facilities or centers at the DDC for purposes of furthering research collaborations in accordance with the research plans. This collaboration will be developed during 2014.
6. **Resource Attraction:** A development feasibility plan will be completed within six months after signing this agreement to determine the most effective process for meeting the development objectives of the project. Accounting for the significant investment ASU is prepared to redirect to the research and educational components of the project (facilities, staffing, and programming), ASU and the DDCA will coordinate planning and efforts required to secure adequate philanthropic investment in the implementation of the Desert Discovery Center.
7. **Branding and Marketing:** In all materials, signage, and branding for the Desert Discovery Center, ASU will be prominently identified as DCCA's primary education and research partner through the use of ASU logos and brand attributes in a manner to be determined pursuant to a joint plan. Other participating organizations will be recognized in a manner that is subsidiary to ASU as the lead partner.
8. **Resolution Mechanism:** The Parties agree to work collaboratively and in good faith to complete these understandings and resolve any differences that might arise during the period of this agreement. The institutional representatives may refer matters of concern to the DDC Council and the DDCA for a joint meeting to discuss and resolve such issues.
9. **Term:** This MOU will remain in effect until replaced by an agreement between ASU and the DDC Operator. It may be dissolved without cause by mutual consent at any time or by either party without cause by giving 90 days written notice to the other party. Amendments to this MOU will be in writing and by mutual agreement.

Signed and Dated:



Michael M. Crow
President, Arizona State University

04-23-14

Date



Melinda M. Gulick
Chair, Desert Discovery Center Advocates

4-23-14

Date

Dr. Kathleen Andereck is Director of Curricular Initiatives, College of Public Service and Community Solutions and Director and Professor, School of Community Resources and Development at Arizona State University. She is also a Senior Sustainability Scientist with ASU's Global Institute for Sustainability. She received her B.S. in Natural Resource Management from the University of Wisconsin-Stevens Point with an emphasis in Environmental Education and Interpretation; M.S. in Recreation Resource Development from Texas A&M University; and Ph.D. in Parks, Recreation and Tourism Management from Clemson University. Dr. Andereck has conducted recreation and tourism research work with a diversity of organizations and agencies at the federal and state levels including the Arizona Office of Tourism, Arizona Department of Transportation, Bureau of Land Management, the USDA Forest Service, Arizona State Parks, and many communities. Her research focuses on the tourism and recreation experience from the perspective of both visitors and residents particularly as it applies to sustainable tourism and marketing. Some of her specific areas of interest include tourism and quality of life, residents' attitudes toward tourism, volunteer tourism, and tourist behavior in outdoor recreation settings. A number of the projects Dr. Andereck has worked on are relevant to the management and activities of the Desert Discovery Center. She has worked on several studies for land management agencies in Arizona and other states. Many of these studies have considered the nature of the tourism experience and determined the extent to which visitors' expectations were being met. She worked with Dr. Christine Vogt on two very similar projects: a "discovery center" proposal with a friends group in partnership with a local community, regional convention and visitor bureau, and a U.S. Fish and Wildlife refuge; and a market study for redevelopment of an old military manufacturing site (Midwin National Tallgrass Prairie outside of Chicago).

Selected projects include:

Nyaupane, G. and Andereck, K. (2012). National Visitor Use Monitoring Study. Study conducted for the USDA Forest Service, Tonto National Forest.

Nyaupane, G. and Andereck, K. (2012). Analysis of Sustainable Recreation Program. Study conducted for the USDA Forest Service, Tonto National Forest.

Budruk, M. and Andereck, K. (2010). Needles Visitor Use Study. Study conducted for the Bureau of Land Management.

Andereck, K.L. and Knopf, R.C. (2007). New Melones Reservoir Visitor Study. Study conducted for the Bureau of Reclamation (sub-contract with Tetra Tech, Inc.).

Andereck, K.L. and Ng, E. (2006). Arizona Cultural Heritage Tourism Study. Study conducted for the Arizona Office of Tourism.

Knopf, R.C. and Andereck, K.L. (2006). Building a Tourism Development Strategy for the Economic Development of Surprise, Arizona. Study conducted for the City of Surprise Department of Economic Development.

Andereck, K. and Ng, E. (2005). Arizona Office of Tourism Marketing Conversion Study—Target Cities Promotion AND Arizona Office of Tourism Marketing Conversion Study—Arizona Giveaways and Getaways Promotion. Study conducted for the Arizona Office of Tourism.

Selected publications include:

Nyaupane, G.P. and Andereck, K.L. (2014). Visitors to cultural heritage attractions: An activity-based integrated typology. *Tourism, Culture and Communication*, 14:17-26.

Andereck, K.L., McGehee, N.G. and Lee, S. (2012). Experience expectations of prospective volunteer tourists. *Journal of Travel Research* 50: 248-260.

Andereck, K.L. and Nyaupane, G.P. (2011). Exploring the nature of tourism and quality of life perceptions among residents. *Journal of Travel Research*, 50: 248-260.

Andereck, K.L. (2009). Perceptions of environmentally responsible innovations at tourism businesses. *Journal of Sustainable Tourism*, 17(4): 489-499.

Dr. Christopher Boone is Dean and Professor, School of Sustainability, at Arizona State University. His research contributes to ongoing debates in sustainable urbanization, environmental justice, vulnerability, and global environmental change. He is a scientist for the urban Long Term Ecological Research projects based in Baltimore and Phoenix and sits on the scientific steering committee for the Urbanization and Global Environmental Change project. Dr. Boone received his Ph.D and M.A. in Geography from the University of Toronto and B.A in Geography from Queen's University. He completed a post-doctoral fellowship at McGill University, School of the Environment. He is an active contributor to Future Earth, an international initiative that aims to integrate the global environmental change community with a focus on sustainable outcomes. Boone serves on the Executive Committee of the Council of Environmental Deans and Directors. He is the author of two books on urban sustainability, *City and Environment* and *Urbanization and Sustainability*, and is the associate editor for the journals *Frontiers in Ecology (Urban Ecology)* and *Current Research on Cities*. He also serves on the editorial board of the *International Journal of Sustainable Development and Environment Justice*. For Cambridge University Press, he is co-editor of the book series, *New Directions in Sustainability and Society*. At ASU, he has taught classes on sustainable urbanization, urban and environmental health, principles and methods of sustainability, environmental justice, interdisciplinary methods for socio-ecological research, and sustainable design (Innovation Space).

Selected publications:

Boone, Christopher G., Fragkias, Michail (eds.). 2013. *Urbanization and Sustainability -- Linking ecology, environmental justice, and global environmental change*. Dordrecht: Springer Press.

Boone, Christopher G., Charles L. Redman, Hilda Blanco, Dagmar Haase, Jennifer A. M. Koch, Shuaib Lwasa, Harini Nagendra, Stephan Pauleit, Steward T. A. Pickett, Karen C. Seto, and Makoto Yoko. 2014. *Reconceptualizing Land for Sustainable Urbanity*. Eds. Karen Seto and Anette Reenberg. *Rethinking Global Land Use in an Urban Era*. Cambridge: MIT press.

Boone, Christopher G., Cook, Elizabeth, Hall, Sharon J., Nation, Marcia L., Grimm, Nancy B., Raish, Carol, Finch, Deborah, and York, Abigail. 2012. A comparative gradient approach as a tool for understanding and managing urban ecosystems. *Urban Ecosystems* 15, 4: 795-807.

Pickett, S. T. A., C.G. Boone, B.P. McGrath, M.L. Cadenasso, D.L. Childers, L.A. Ogden, M. McHale, and J.M. Grove. 2013. Ecological science and transformation to the sustainable city. *Cities*, 32: S10-S20

Shrestha, Milan K., York, Abigail M., Boone, Christopher G., Zhang, Sainan. 2011. Land fragmentation due to rapid urbanization in the Phoenix Metropolitan Area: Analyzing the spatiotemporal patterns and drivers. *Applied Geography* 32, 522-531.

Boone, Christopher G., Cadenasso, Mary L., Grove, J. Morgan, Schwartz, Kirsten, Buckley, Geoffrey L. 2010. Landscape, vegetation characteristics, and group identity in an urban and suburban watershed: why the 60s matter. *Urban Ecosystems*. 13, 3: 255-271.

Selected research grants:

"Urban Resilience to Climate Change-Driven Extreme Events" (Redman, PI, Boone and others collaborator), National Science Foundation, \$12,000,000. 2015-2020.

"Baltimore Ecosystem Study Phase III: Adaptive Processes in the Baltimore Socio-Ecological System from the Sanitary to the Sustainable City." (Pickett, p.i., Boone and others co-p.i.). National Science Foundation. \$5,640,000. 2010-2016.

"CAP3: Urban Sustainability in the Dynamic Environment of Central Arizona." (Grimm, p.i., Boone and others co-p.i.) National Science Foundation, \$5,640,000. 2010-2016.

"Urbanization and Global Environmental Change International Project Office." (Redman, pi, Boone and others co-p.i.). National Science Foundation. \$750,000. 2012-2016.

Dr. Lindy Elkins-Tanton is the director of the School of Earth and Space Exploration at Arizona State University. Her research is on the evolution of terrestrial planets, and the relationships between Earth and life on Earth. One research focus concerns the relationships between large volcanic provinces and global extinction events, focusing on the Siberian flood basalts and the end-Permian extinction. A second research effort addresses the chemistry and physics of the formation of terrestrial planets, with projects focusing on planetesimals, the Moon, Mercury, the Earth, rocky exoplanets, and on processes such as degassing the earliest atmospheres. She has lead four field expeditions in Siberia, as well as participated in fieldwork in the Sierra Nevada, the Cascades, and the Faroe Islands, and a fifth Siberian expedition. Dr. Elkins-Tanton received her B.S. and M.S. from MIT in 1987, and then spent eight years working in business, with five years spent writing business plans for young high-tech ventures. She then returned to MIT for a Ph.D. She spent five years as a researcher at Brown University, followed by five years on MIT faculty, culminating as Associate Professor of Geology, before accepting the directorship of the Department of Terrestrial Magnetism at the Carnegie Institution for Science. In 2014, she moved to the directorship at Arizona State University. Dr. Elkins-Tanton is a two-time National Academy of Sciences Kavli Frontiers of Science Fellow and served on the National Academy of Sciences Decadal Survey Mars panel. In 2008, she was awarded a five-year National Science Foundation CAREER award and in 2009 was named Outstanding MIT Faculty Undergraduate Research Mentor. In 2010 she was awarded the Explorers Club Lowell Thomas prize. The second edition of her six-book series *The Solar System*, a reference series for libraries, was published in 2010. In 2013 she was named the Astor Fellow at Oxford University.

Selected publications include:

Black, B.A., B.P. Weiss, L.T. Elkins-Tanton, R.V. Veselovskiy, A. Latyshev, Siberian Traps volcanoclastic rocks and the role of magma-water interactions, accepted to the *Geological Society of America Bulletin*, 2015.

Ukstins Peate, I. and L.T. Elkins-Tanton, Large igneous provinces and explosive basaltic volcanism, In *Volcanism and Global Environmental Change*, Ed. A. Schmidt, K. Fristad, L. Elkins-Tanton, Cambridge University Press, 2015.

Elkins-Tanton, L.T. and D. Bercovici, Contraction or expansion of the Moon's crust during magma ocean freezing? *Philosophical Transactions of the Royal Society A*, 372, 20130240, 2014.

Scheinberg, A., L.T. Elkins-Tanton, S. Zhong, Timescale and morphology of Martian mantle overturn immediately following magma ocean solidification, *J. Geophysical Research*, 2014.

Fu, Roger R. and L. T. Elkins-Tanton, The fate of magmas in planetesimals and the retention of primitive chondritic crusts, *Earth and Planetary Science Letters* 390, 127-138, 2014.

Erkaev, N. V., H. Lammer, L. Elkins-Tanton, P. Odert, K. G. Kislyakova, Yu. N. Kulikov, M. Leitzinger, M. Güdel, Escape of the martian protoatmosphere, *Planetary and Space Science* 98, 106-119, 2014.

Mandler, B.E. and L. T. Elkins-Tanton, The origin of eucrites, diogenites and olivine diogenites: magma ocean crystallization and shallow magma chamber processes on Vesta, *Meteoritics & Planetary Science*, 1-17, doi: 10.1111/maps.12135, 2013.

Vilim, R., S. Stanley, L. Elkins-Tanton, The effect of lower mantle metallization on magnetic field generation in rocky exoplanets, *Astrophysical Journal Letters*, 768, L30, 2013.

Weiss, B.P. and L.T. Elkins-Tanton, Differentiated Planetesimals and the Parent Bodies of Chondrites, *Annual Review of Earth and Planetary Sciences*, 41, 21.1-21.32, 2013.

Suckale, J., L. Elkins-Tanton, and J. A. Sethian, Crystals stirred up: 2. Numerical insights into the formation of the earliest crust on the Moon, *J. Geophysical Research*, 117, E08005, 2012.

Elkins-Tanton, L.T., Magma oceans in the inner solar system, *Annual Review of Earth and Planetary Sciences*, 40, 113-139, 2012.

Dr. Ferran Garcia-Pichel is Dean of Natural Sciences, College of Liberal Arts and Sciences, and Professor, School of Life Sciences. Dr. Garcia-Pichel joined ASU in 2000. He received his Licenciatura con Grado in science at the Autonomous University of Barcelona, Spain, and his MS and PhD from the University of Oregon in microbiology. Prior to his position at ASU, he was a researcher at the Max Planck Institute for Marine Microbiology in Germany. Dr. Garcia-Pichel is an ASU faculty exemplar, a fellow of the American Academy of Microbiology, and an American Society for Microbiology Distinguished Lecturer. He speaks five languages and has authored or co-authored more than 100 articles in prestigious journals, including *Science*, *Nature*, *PNAS*, *Journal of Biotechnology*, *Environmental Microbiology* and *Journal of Bacteriology*. In addition to his appointment at ASU, he is an affiliated scientist with the Lawrence Berkeley National Laboratory, California, and research associate with the Smithsonian Tropical Research Institute in Panama. Dr. Garcia-Pichel's research areas include studies on bacterial diversity, behavior adaptations and survival in extreme environments, and biological soil crusts and soil stabilization.

Selected publications include:

L. Rajeev, U Nunes da Rocha, N Klitgord, Eric G. Luning, Julian Fortney, Seth P. Axen, Patrick M. Shih, Nicholas J. Bouskill, Benjamin P. Bowen, Cheryl Kerfeld, Ferran Garcia-Pichel, Eoin L. Brodie, Trent R. Northen, Aindrila Mukhopadhyay (2013) Dynamic cyanobacterial response to hydration and dehydration in a desert biological soil crust. *ISME Journal* DOI:10.1038/ismej.2013.83

Garcia-Pichel, F, V. Loza, Y. Marusenko, P Mateo, R.M. Potrafka (2013). Temperature determines the continental-scale distribution of keystone species in topsoil microbial communities. *Science* 340: 1574-1577 DOI: 10.1126/science.1236404

Marusenko Y, S.T. Bates, I Anderson, S Johnson, T Soule, F. Garcia-Pichel (2013) Ammonia-oxidizing archaea and bacteria are structured by geography in biological soil crusts across North American arid lands. *Ecological Processes* 2:9 10.1186/2192-1709-2-9

Bates, S.T., Nash T, and F. Garcia-Pichel (2012) Patterns of diversity for fungal assemblages of biological soil crusts from the southwestern United States. *Mycologia* 104:353-361

Kothari, A, Vaughn, M, Garcia-Pichel, F. (2013) Comparative genomic analyses of the cyanobacterium, *Lyngbya aestuarii* BL J, a powerful hydrogen producer. *Front Microbiol.* 4:363. doi: 10.3389/fmicb.2013.00363.

Strauss, S L, Day T.A., Garcia-Pichel (2012) Nitrogen cycling in biological soil crusts across biogeography regions in the Southwestern United States. *Biogeochemistry* 108: 171-183

Starkenburg, SR, Reitinga K, Freitas T, Johnson SL, Chain, PSG, Garcia-Pichel, F, Kuske CR (2011). The Genome of the Cyanobacterium *Microcoleus vaginatus* FGP-2, a Photosynthetic 2 Ecosystem Engineer of Arid Land Soil Biocrusts Worldwide. *J Bacteriol.* 193: 4569-4570

Chorover, J., R Kretschmar, F Garcia-Pichel, D Sparks (2007) Soil Biogeochemical Processes within the critical zone. *Elements* 3: 321-326.

Beraldi-Campesi, H, Hartnett, H, Anbar, A, Gordon, G, and F. Garcia-Pichel, F (2009) Effects of biological soil crusts on soil elemental concentrations; implications for biogeochemistry and as traceable biosignatures of ancient life on land. *Geobiology* 7:348-359

Garcia-Pichel F (2008) Molecular ecology and Environmental Genomics. *In* The cyanobacteria: molecular biology, genomics and evolution, A. Herrero, (Ed), Horizon Science

Activities and honors:

President, AZ/NV Branch American Society for Microbiology 2008-2009

Distinguished Lecturer ASM, 2010-2010

Editor, *FEMS Microbiology Reviews* 2007-present

Chair, Microbiology Graduate Program at ASU 2006-2010

Wellington "Duke" Reiter, FAIA, is the Senior Advisor to the President of Arizona State University with particular focus on university/city integration. He also coordinates specific initiatives related to higher education, healthcare, urbanism, and sustainability.

Over the past twenty years, Reiter has played numerous roles: community leader, academic administrator, faculty member, architect, urban designer, and public artist. In the course of his career, he has established a track record of highly effective partnerships with public office holders, the business community, non-profit groups, professional organizations, developers, and universities. Central to his diverse portfolio of experience has been the construction of mutually beneficial relationships between the institutions he has led and the cities in which they are located. A student of higher education, urban design, and entrepreneurship, Reiter is particularly interested in the economic, cultural, and sustainability of major US metro areas and the engagement of the top tier colleges and universities that are embedded within them.

Mr. Reiter was a key player in the conceptualization and creation of the award-winning Downtown Phoenix Campus for ASU, a project that he continues to advance. He was also involved in the initial planning for SkySong, the ASU Scottsdale Innovation Center, as the city and university were determining a path forward on this unique and now thriving project. Mr. Reiter is frequently an advisor to other cities and universities about collaborative projects that unite common economic development interests and physical planning.

As part of his duties with ASU, Mr. Reiter is charged with managing multi-stakeholder projects and attracting external resources to them. Examples include:

- 1) University Innovation Alliance, a collection of ten U.S. research-intensive public universities committed to increased access for deserving students with support from the Gates and Lumina Foundations.
- 2) New Health Board of Directors dedicated to the advancement of all healthcare related research and delivery activity at ASU.
- 3) Plaza de Las Culturas, the transformation of an 88-acre brown-field site into a critical community center in conjunction with the Raza Development Fund and multiple schools and colleges within ASU.

Reiter is the past President of the School of the Art Institute of Chicago, the former Dean of the College of Design at Arizona State University, and a long-time faculty member at MIT in the Department of Architecture. He is the recipient of the Arizona Architect's medal and is a Fellow of the American Institute of Architects. He is presently the Chair of the Urban Land Institute in Arizona and is a national Trustee of the organization. A monograph on Reiter's work, Vessels and Fields, is available from Princeton Architectural Press.

Selected architectural/planning projects involving planning, education, and exhibition design include:

- Education Center, Peabody Essex Museum; complete, award- 2002-03
- Park of 21st Century, Fresh Kills, New York; invited finalist (w/ Sasaki Associates)- 2001
- US Air Force Memorial, Washington, D.C.; invited finalist, 2nd award- 2001-02
- Visitor Station and retail expansion, DeCordova Museum; complete, award- 2001-03
- Trinity River Vision, Ft. Worth, TX; multiple awards (w/ Bing Thom)- 2001-02
- Department of Energy, Solar Wall competition; selected entry- 2000
- MIT Museum renovation, Lobby 7 information kiosks, other; complete - 1998-01
- Dewey Sq. master plan (Big Dig), Mass Highway Dept.; schematic-design dev.- 1997-99
- Cultural District planning study, Boston; complete- 1987

Dr. Christine Vogt is Director of the Center for Sustainable Tourism in the School of Community Resources and Development, College of Public Service and Community Solutions, at Arizona State University. She currently holds the rank of Professor and began her career at ASU as an assistant professor from 1993 to 1998 and then moved to Michigan State University from 1999 to 2015. Dr. Vogt holds a BS in Accounting and Ph.D. in Leisure Studies from Indiana University and a Masters degree in Business Communications from the University of St. Thomas in St. Paul, MN. She serves on two academic journal boards in tourism and leisure research. Dr. Vogt has been conducting research for over 20 years in the areas of tourism and recreation planning; development and marketing; and community assessment in rural and urban areas and at local, state and federal levels in Michigan, Alaska, Arizona, California, Colorado, Florida, Missouri, New Mexico, Indiana, Illinois, and New York. In 2014, she held a fellowship with Singapore National Parks where she conducted research on the social value of parks. Her expertise is consumer behavior and experiences, information search and decision-making (including marketing communications and web services), and evaluation and survey research. Recent research studies focus on place-making, community vibrancy, urban-rural interface communities, regional conservation plans, urban redevelopment areas, resident involvement in tourism planning, environmentally-friendly transportation infrastructure (trails, safe routes to school), active and health living, and examining tourism supply and demand at a county or community-level. A number of the projects Dr. Vogt has worked on are relevant to the development and marketing of the Desert Discovery Center. She lead one "discovery center" proposal with a friends group in partnership with a local community, regional convention and visitor bureau, and a U.S. Fish and Wildlife refuge. Additional projects with U.S. Forest Service have aimed to redevelop urban sites, such as an old military manufacturing site (Midewin National Tallgrass Prairie outside of Chicago) or one of the world's largest landfills (Freshkills located on Staten Island NYC), into park sites with tourist drawing power to enhance tourism economic benefits.

Selected projects include:

Klenosky, D. and C. Vogt (2010-2015). Attitudes Toward and Intentions to Visit Freshkills Park, Staten Island, NY. USDA Forest Service, Northern Research Station.

Vogt, C., D. McCole and C. Oh. (2009-2014). Assessing, Forecasting and Planning for Coastal Community and Economic Impacts Related to the Collapse of the Chinook Salmon Fishery in Southern Lake Huron: An Integrated Assessment - for Tourism/Marketing and Commercial Recreation Businesses. NOAA-Michigan Seagrant.

Vogt, C. (2009-2012). Advancing Tourism Community Development and Marketing Efforts: A Case Study of Sitka, Alaska. USDA Forest Service, Pacific Northwest Station.

Oh, C. and C. Vogt. (2011). Residents' Preference Assessment for the Development of a Tribal Master Strategic Plan. Sault Tribe Planning and Development Department.

Selected publications include:

Jordan, E.J., Vogt, C.A. and DeShon, R. (2015). A Stress and Coping Framework for Understanding Resident Responses to Tourism Development. *Tourism Mgmt.* 48: 500-512.

Jordan, E. Vogt, C., Kruger, L., and Grewe, N. (2013). The Interplay of Governance, power and citizen participation in community tourism planning. *Journal of Policy Research in Tourism, Leisure & Events*, 5(2), 1-19.

Liu, W., Vogt, C., Luo, J., He, G., Frank, K. and Liu, J. (2012). Drivers and Socioeconomic Impacts of Tourism Participation in Protected Areas. *PLoS One*, April 25 edition.

Latkova, P. and Vogt, C. (2012). Residents' Attitudes toward Existing and Future Tourism Development in Rural Communities. *Journal of Travel Research*, 51(1), 50-67.

McCole, D. and Vogt, C. (2011). Informing Sustainability Decisions: The Role of Parks, Recreation and Tourism Scholars in Addressing Unsustainability. *Journal of Park and Recreation Administration: Special Issue on Sustainability*, 29(3), 27-43.



**CITY OF SCOTTSDALE
McDOWELL SONORAN PRESERVE COMMISSION
REGULAR MEETING**

DECEMBER 9, 2015

**Scottsdale Stadium Pressbox
7408 E. Osborn Road
Scottsdale, AZ 85251**

DRAFT SUMMARIZED MINUTES

PRESENT: James Heitel, Chairman
Robert Frost, Vice Chair
Con Englehorn, Commissioner
Steve Dodd, Commissioner
Mike Milillo, Commissioner (arrived at 4:06 p.m.)
Jace McKeighan, Commissioner
Cynthia Wenstrom, Commissioner

STAFF: Bill Murphy
Kroy Ekblaw
Liz Hildenbrand
Dan Worth
Jeff Nichols

GUESTS: Christine Kovach
Sam Campana

1. CALL TO ORDER

Chairman Heitel called the meeting to order at 4:00 p.m.

2. ROLL CALL

Members present as noted above.

3. PUBLIC COMMENT

There were no members of the public who wished to speak on non-agendized items.

4. **APPROVAL OF MINUTES**

Approval of the Meeting minutes of November 12, 2015

VICE-CHAIR FROST MOVED TO APPROVE THE MEETING MINUTES OF NOVEMBER 12, 2015. COMMISSIONER ENGLEHORN SECONDED THE MOTION, WHICH CARRIED BY A VOTE OF SIX (6) TO ZERO (0). COMMISSIONER MILILLO NOT PRESENT.

5. **DESERT DISCOVERY CENTER** (Discussion begins at 4:02; approximately 2 minutes into the meeting)

Mr. Ekblaw reminded the Commission of the direction by City Council to put together an RFQ for an operator/manager of the Desert Discovery Center (DDC). Council was given an update in September and staff is anticipating that the contract between the City of Scottsdale and Desert Discovery Center Scottsdale, Inc. (DDCS), will be agendized for the January 11, 2016 Council meeting.

Dan Worth, Public Works Director, discussed key elements of the RFQ; recent DDC activities; areas of the scope of service that will be included in a contract with DDCS; costs associated with entering into the contract and moving to the next steps of development of the project; and next steps. The tentative project budget includes a \$726,000 management services contract; an estimated 700,000 architectural services budget, which is not included in the DDCS contract; and an associated business plan. Mr. Worth noted that DDCS has proven their ability to acquire cash and in-kind contributions by raising \$250,000 cash and \$100,000 in in-kind contributions that have been expended on the project development thus far.

ASU has agreed to provide professional services for development of the educational component of the project. Possible City funding sources include the General Fund, Preserve Sales Tax, and Tourism/Bed Tax, which could be carryover Bed Tax funds and/or the portion of the Bed Tax normally committed to Capital Projects.

Discussion ensued regarding funding options and whether or not the use of Preserve sales tax funds might be appropriate. Mr. Nichols clarified that staff was instructed by City Council to consider all possible funding sources. Use of Preserve funds would not be recommended until the DDC use has been defined and the City Attorney has had the opportunity to review that use and give an opinion. Mr. Ekblaw explained that when City Council authorized the use of \$500,000 for a Phase II feasibility study in 2009, approximately \$490,000 was spent out of the second Preserve tax under the Improvements allowance.

City Treasurer Jeff Nichols noted that the Tourism Development Commission supports the DDC project and will be offered a presentation on Tuesday, December 15th to discuss possible use of Bed Tax funds.

Mr. Worth explained that the estimated \$700,000 architectural budget would include site plans, floor plans, and elevations just short of construction drawings. The 2010 feasibility study will be developed further to meet the needs of the facility based on the programming. He said that the details of the contract will be available to the public once the negotiations with DDCS are concluded two weeks prior to the January 11th City

Council meeting. On January 11th, in addition to considering the contract with DDCCS, Inc., City Council will consider initiation of an amendment to the municipal use which was initially approved in 2007.

Chair Heitel expressed concern that ASU's involvement could be in conflict with the City's partnership with the McDowell Sonoran Conservancy. Mr. Ekblaw explained that the City has a separate agreement with MSC and there are relationships between MSC and ASU. It is premature to determine what the partnership will be between the MSC and the DDC.

Christine Kovach said that the MSC passed a resolution that at the time the DDC comes to fruition, they are interested in engaging. DDCCS is in contact with MSC and looks forward to forming a partnership. Ms. Kovach noted that DDCCS has put together a legal team who is working with the City Attorney's Office to ensure that the DDC is compatible with the Preserve Ordinance.

Mr. Nichols explained that per Financial Policy 21(a), the City's 50% portion of the Bed Tax Funds can be used to fund certain activities. When those funds are not expended in a given year those carryover funds can be used for one-time capital expenses. There are currently approximately \$7 million in carryover funds available.

Sam Campana noted that the RFQ response is available for anyone who is interested in reviewing the document.

COMMISSIONER MILILLO MOVED TO RECOMMEND TO CITY COUNCIL THAT THE DDC IS AN APPROPRIATE USE WITHIN THE PRESERVE AND RECOMMEND THAT COUNCIL ENTER INTO A CONTRACT WITH DDCCS, INC. THE MOTION DIED FOR LACK OF A SECOND.

COMMISSIONER FROST MOVED TO RECOMMEND TO CITY COUNCIL THAT THE USE OF PRESERVE FUNDS AT THIS POINT IN THE DDC DEVELOPMENT IS PREMATURE SINCE THE SCOPE OF THE PROJECT HAS NOT BEEN DETERMINED. COMMISSIONER ENGLEHORN SECONDED THE MOTION, WHICH CARRIED BY A UNANIMOUS VOTE OF SEVEN (7) TO ZERO (0).

Mr. Ekblaw assured the Commission that DDC development will come back to the MSPC as part of the Visioning process. Vice-Chair Frost suggested that DDCCS, Inc. be invited to give a presentation to the Commission.

Chair Heitel requested that public notice of a pending project be posted on the property prior to the January Council meeting. He clarified that the Planning Commission only gave approval for the Phase I Gateway Trailhead Plan. Phase II with the DDL Concept Plan was not approved by the Planning Commission. Mr. Ekblaw said he will review the public record and bring back information regarding the Phase I and Phase II Planning Commission recommendations.

6. **STAFF REPORT** (Discussion begins at 5:14; approximately 74 minutes into the meeting)

Ms. Hildenbrand said that the City was awarded a \$12,300 grant from Gila River Indian Community which has been used to haul rocks at Pinnacle Peak. She shared

photographs and a video clip of the helicopter rock haul carried out by the contractors with whom the City has a five-year contract. Signs are being posted letting users know that the rocks are being staged for future trail stabilization that will begin in February.

7. **COMMISSIONER COMMENTS** (Discussion begins at 5:20; approximately 80 minutes into the meeting)

Commissioner Milillo commented that it was nice to receive the Gila River grant.

8. **AGENDA ITEMS FOR FUTURE MEETINGS** (Discussion begins at 5:20; approximately 80 minutes into the meeting)

Possible January Work Study (Date TBD):

- Ordinance and Policy Review
- Bylaws
- Trails - Corridor 8 Update
- Sunrise Trailhead Ideas
- ASLD Zoning/Land Acquisition Update
- Priorities for Promotion Plan

Possible February 4th agenda items include:

- Elect Chair and Vice Chair for 2016
- Bylaw Review
- 2015 Activity Report to City Council
- Endowment Concept and Conditions Follow-up
- Cultural Resource Master Plan Recommendation
- DDC Process Update
- ASLD Zoning/Land Acquisition Update

Other Future Items:

- Earmarking Funds from Commercial Outfitters
- Drones
- Dogs in Preserve
- Land Acquisition Update
- Fraesfield/Granite Update of Concept Planning

Mr. Ekblaw suggested that the work study session in January/February be combined with a site tour of Pima and Dynamite.

Vice-Chair Frost requested that a DDCS, Inc. report be agendaized for a future meeting.

Chair Heitel congratulated Mary Beth Hunt on her retirement and expressed thanks for her years of service to the Commission.

9. **ADJOURNMENT**

The meeting adjourned at 5:23 p.m.

Respectfully submitted,
AV Tronics, Inc. DBA AVTranz.



**CITY OF SCOTTSDALE
TOURISM DEVELOPMENT COMMISSION
REGULAR MEETING**

Tuesday, December 15, 2015

**Community Design Studio
7506 E. Indian School Road
Scottsdale, Arizona 85251
DRAFT MINUTES**

- PRESENT:** David Scholefield, Chairman
Ren Hirose, Vice-Chairman
Ace Bailey (left at 9:16 a.m.)
Linda Dillenbeck
Carl Grupp
Camille Hill
Robert McCreary
- STAFF:** Steve Geiogamah
Karen Churchard
Lee Guillory
Jeff Nichols
Cheryl Sumners
Dan Worth
- GUESTS:** Rachel Sacco, SCVB
Dave Alford, Parada Del Sol
Bruce Hernandez, Behavior Research Center
Lynne Lagarde

1. Call to Order/Roll Call

Noting the presence of a quorum, Chairman Scholefield called the regular meeting of the Scottsdale Tourism Development Commission to order at 8:01 a.m.

Chairman Scholefield introduced Karen Churchard, Scottsdale's new Director of Tourism and Events. He noted that starting in January, TDC meetings will be held in the Kiva and televised on Channel 11.

2. Approval of Minutes

- November 17, 2015 Regular Meeting

Vice Chair Hirose clarified that Chairman Scholefield accompanied him on the Chicago media trip, not Commissioner Grupp.

COMMISSIONER GRUPP MOVED TO APPROVE THE MINUTES OF THE NOVEMBER 17, 2015 REGULAR MEETING AS AMENDED. COMMISSIONER MCCREARY SECONDED. THE MOTION CARRIED BY A VOTE OF SEVEN (7) TO ZERO (0).

3. Manager Reports

a. Staff Bed-Tax Collection Report

Mr. Geiogamah reported that bed tax collections were up 9% for October, and up 3% for the year. One late payment from a full-service property impacted the September and October collections. Year to date hotel bed tax is up 11%, miscellaneous retail sales tax is up 12%, and restaurant tax collections up 8%. For most of the fiscal year, full service hotels have been down almost 6%.

b. Bed Tax Proforma

Mr. Geiogamah noted that the TDC's recommendation on the 2016 Fiesta Bowl rugby event will go to the City Council on January 11 for potential approval. The Competitor Group is entering their final year of qualifying for New Event Development Funding, and will move into the Matching Event Advertising Fund Program. Tourism research is listed at \$33,000 on the proforma, and will include another \$30,000 for the Longwoods research. The Tourism Strategic Plan budget will be presented to the Tourism Advisory Task Force tomorrow. The \$520,064 in the current budget should be enough to carry the Task Force through to the end of the fiscal year.

Vice Chair Hirose requested an update on the Museum of the West five-year donation match. Mr. Geiogamah said a report could be forthcoming next month. Chairman Scholefield proposed adding a new column to begin the forecast for FY2016/17.

c. Smith Travel Report

Mr. Geiogamah reported that year to date occupancy was up 2.4% in the market area. The average daily rate is up 6.2%, and revpar is still trending high at 11.8%.

d. Program Updates

Mr. Geiogamah reviewed the Event Audit Management Action Plan. Staff has completed a response related to event contract evaluations and will be working with the TDC Event Working Group to further refine it for a presentation to the Commission next year. The Hashknife Pony Express received a recommendation for \$7,000 from the Community Event Fund.

4. Funding of Desert Discovery Center Business Plan and Feasibility Analysis

Jeff Nichols, City Treasurer, said four funding sources were reviewed for this particular contract. He clarified that all funding sources will be reviewed for the DDC project itself. Two recently approved bond questions have placed a lot of strain on the General Fund, and there is in excess of \$130 million in requests for General Fund dollars against a balance of \$23 million in the carryover.

The Tourism Development Fund has carryover money available and is a viable option compared to the bed tax related tourism funds. The City Attorney has been asked for an opinion on whether the DDC can be built within the Preserve Gateway. The Preserve Privilege Tax cannot be spent outside the Preserve, and would not be an option if the DDC is built elsewhere unless voters approve an amendment. Mr. Nichols recommended that carryover funds be used for this contract alone. Once the project is defined, his recommendation to City Council will be updated to include all viable options for the funding of the project, including General Obligation bonds.

Mr. Geiogamah summarized that \$1,696,900 in funding from the bed tax collections has been requested for a DDC business plan and feasibility analysis. Director of Public Works Dan Worth explained that City Council in 2007 approved a Municipal Use Master Site Plan (MUMSP) envisioning a Desert Discovery Center at the Gateway on land that is part of the Preserve. At the Council meeting on January 11, 2016, staff will request that Council approve the contract to carry out that work. Council will also be asked to initiate a new Municipal Use Master Site Plan Process. The MUMSP that was approved in 2007 may or may not conform to what the DDC project ends up becoming. The 2010 concept study proposed a facility at the Gateway. It remains to be seen whether that final product will be appropriate for the Preserve.

Vice Chair Hirose felt it would be premature to fund the study before the TDC can be certain that the DDC will work at the Gateway. Mr. Worth responded that the starting point for the study is an assumption that the DDC will be built at the Gateway. Things may change as the project becomes more or less feasible. The City Attorney's opinion will be based on the potential uses that go into the facility, and his decision will have to be made before the City proceeds with this contract.

Lynne Lagarde said she is a retired land use attorney who has been part of a legal team that has looked into the issue of whether the DDC is appropriate for the Gateway. All of the research shows that this use has been the consistent intent of the City going back to 1993, before the Preserve was even created, when an interpretive center was included as part of the concept. In 2007, City Council approved a Municipal Use Master Site Plan with an interpretive center use, specifically the DDC, to be included as part of Phase 2. Phase 1 only had the site plan for a trailhead facility. It was always anticipated that the 2007 MUMSP would come with back for an amendment. For that amendment to occur, however, a final site plan and design is needed. Although the proposal has changed since 2007, the ordinance allows the size of a use to be determined during the final site plan approval. The legal team submitted a memo to the City Attorney detailing their research, and is confident that there are no legal issues. Their focus is to create a facility that is compatible with the conservation goals of the Preserve.

Chairman Scholefield noted that two other guests declined the opportunity to speak on this matter.

Commissioner Hill inquired whether event and meeting spaces would be incompatible with the Preserve. Ms. Lagarde responded that those uses would be ancillary to the interpretive center. Chairman Scholefield summarized that if the City Attorney verifies that the DDC could be built within the confines of the Preserve, the Preserve Privilege Tax, which has about \$30 million in it, could be considered as a funding mechanism for a portion of the project. Mr. Nichols added that the City Attorney will be advising Council on this matter during an executive session on January 11, 2016.

Ms. Guillory clarified that the TDC previously committed \$600,000 for multi-year DDC debt service for the project itself, which has yet to go before Council for approval. Vice Chair Hirose inquired whether approving this motion would close the door on other funding sources being used in the future. Mr. Geiogamah said it would not. Mr. Worth noted that the nearly \$1.7 million appropriation would fund the development plan as a whole, including the architect and various related City services, in addition to the study and analysis.

VICE CHAIR HIROSE MOVED TO RECOMMEND \$1,696,900 IN FUNDING FROM THE BED TAX CARRYOVER FUND FOR DESERT DISCOVERY CENTER SCOTTSDALE INC., TO PRODUCE A DESERT DISCOVERY CENTER BUSINESS PLAN AND FEASIBILITY ANALYSIS, PHASE 1 AND PHASE 2. THIS APPROPRIATION WILL FUND THE DEVELOPMENT PLAN AS A WHOLE. COMMISSIONER HILL SECONDED. THE MOTION CARRIED BY A VOTE OF SEVEN (7) TO ZERO (0).

5. Findings and Implications of the 2015 Leisure Visitor Inquiry Study

Bruce Hernandez, Behavior Research Center, stated that the Leisure Visitor Inquiry Study (LVIS) is conducted annually and consists of interviews with people who contacted the Scottsdale Convention and Visitors Bureau over the course of one year. About 700 interviews were completed by phone and internet.

Mr. Hernandez said there has been an uptick in the percentage of interviewees who have visited, and in the total visitation. Sixty percent of visitors are women, a trend that has long remained constant. The population of those making contact is aging, however. Visitors typically have high income. The Midwest and West remain the largest sources of visitors. Foreign visitation has increased slightly. The average length of stay has dipped slightly over the past few years. Party size has remained consistent for many years. Resort hotels spiked up significantly last year, but have dropped back down to historical averages. Average daily spending has varied wildly over the years. Activities have varied little over time, though downtown visits have increased noticeably from previous studies, as have day trips. Visitors typically like Scottsdale as a vacation destination, with over 90% indicating their approval. The conversion rate has recovered from several down years.

Commissioner Dillenbeck inquired whether the poll is influenced by major events like the Super Bowl. Mr. Hernandez explained that the survey does not pinpoint visitors to one

particular time, but instead looks at an entire year. Chairman Scholefield said the aging of the visitor population has been noted as a concern by the TDC. This will be a critical issue to address moving forward. Mr. Hernandez responded that there are real differences between activities that different age groups participate in, though it is also true that generations progress through different activities as they get older.

Vice Chairman Hirose noted that the data could be skewed depending on how they are sampled. Millennials, for example, access data in ways that differ from previous generations and may never even contact the SCVB. Mr. Hernandez said measuring the conversion rate is one way to determine the effectiveness of the SCVB's marketing effort. It does not present a pure reflection of every visitor to Scottsdale. Day trippers are particularly underrepresented.

Chairman Scholefield inquired whether the conversion data is still relevant to the SCVB. Rachel Sacco, SCVB, said that early on it was helpful for the City to know that when people contacted the SCVB, the information they received was relevant and useful. While it might not be as useful as it once was, it is good to know that people are still converting at a high level once they receive information. The typical inquirer to the bureau is a bit older than average, and today there are many other means by which people can get information. The SCVB is working on product development that addresses a younger crowd and is working on a new rebranding effort. In tandem with this research, the SCVB conducts its own Visitor Industry Customer Analysis (VICA) which focuses on visitors actually staying at Scottsdale hotels and resorts. VICA results are compared to LVIS results to complete a broader picture. Mr. Geiogamah noted that the Longwoods research is also valuable in this regard.

6. Special Events Ordinance Update

Cheryl Sumners, Events Manager, reported that the City held three public meetings last week related to the draft ordinance outline. This document provides the key points that will be included in the draft outline. Open houses are planned for January 12 and January 13 for people to comment on the draft ordinance and submit their ideas. The draft ordinance outline is also available on the City's website. A work study session is planned with City Council in mid-February, and the ordinance is scheduled for the regular agenda in mid-March for Council review.

Ms. Sumners said 27 people participated in last week's public meetings. Of those, about a third were residents, a third were business owners, and a third were people in the event industry. The SCVB hosted a meeting with event producers to gain an understanding of best practices and similar ordinances from other cities.

Commissioner Grupp inquired about the lower attendance numbers at last week's meetings. Ms. Sumners said she did not know the reason behind the decline. The attendees have been very interested in the ordinance, and their feedback has helped shape and guide it. Commissioner Bailey inquired why Scottsdale could not simply use an ordinance that has proven effective in other cities. Ms. Sumners responded that Scottsdale has always tailored its approach to respond to unique circumstances. Commissioner Bailey said the definition of small, medium and large events seems vague

and could cause confusion. Ms. Sumners noted that the current regulations take a one-size-fits-all approach, but events of different sizes have very different requirements.

Commissioner Bailey inquired about the definition of signature events. Ms. Sumners explained that many people feel the City should have something in place for those events that have come to define Scottsdale. Events would all have to follow the same permitting rules, but signature events would have more of a partnership relationship with the City. The exact details have yet to be fully worked out.

Commissioner Hill inquired whether this new ordinance would prevent something like the ESPN Super Bowl event from happening in Scottsdale again. Ms. Sumners responded that the main changes are being made to the approval process. Commissioner Hill asked whether events have to prove their success. Regarding event funding, Mr. Geigamah explained that staff looks at the value of each event and captures that information in the post-event reports. Deliverables are a very important part of the consideration. Some new events need more time to build their audience.

Vice Chair Hirose suggested that future public meetings be spread out over several days to accommodate those who might be away on one particular day.

7. PRCA Rodeo Event Proposal

Dave Alford, Parada del Sol, said the Professional Rodeo Cowboys Association (PRCA) just received approval from WestWorld to move their event to Sunday, which will make more top cowboys available for the competition. The Scottsdale event will receive free publicity from the Wrangler network. The professional associations from Canada, Mexico and the U.S. are now co-approving their rodeos, which should boost international attendance.

Mr. Alford showed a video demonstrating the proposed placement of signs showing the City of Scottsdale's logo at the event. The PRCA was broadcast four times by CBS Sports, and viewership was good. It is easy to get contestants to come to Scottsdale. It has been a pleasure to work with WestWorld.

Commissioner Grupp inquired about the possibility of Scottsdale hosting a bigger event at some point in the future. Mr. Alford said that has been Parada del Sol's goal all along. Commissioner Grupp proposed wrapping the chutes with the Scottsdale/SCVB branding during the destination spotlight, and working with national sponsors on marketing during the prior week. Chairman Scholefield said the TDC is very interested in events that are held outside peak season, and would welcome another rodeo from mid-May to the end of the year. He inquired whether such an event would qualify for New Event Development funding. Mr. Geigamah said the parameters of the event would have to be evaluated.

Vice Chairman Hirose suggested that promotional shots during broadcasts show some of Scottsdale's other offerings beyond the Western-themed ones. Commissioner Dillenbeck suggested putting the experiencescottsdale.com website address on signs used during the broadcast.

Mr. Geiogamah reported that this event is in its third and final year of qualifying for the New Event Development Fund. They have been in compliance for the first two years. There is \$44,000 in funding available in the bed tax budget for new event development, and \$140,000 is available in one time use funds for this fiscal year. The requested ask is a recommendation for \$75,000.

COMMISSIONER DILLENBECK MOVED TO RECOMMEND BED TAX FUNDING OF UP TO \$75,000 FOR THE PARADA DEL SOL PRCA EVENT, TO BE DRAWN FROM THE NEW EVENT DEVELOPMENT FUND. COMMISSIONER HILL SECONDED. THE MOTION CARRIED BY A VOTE OF SIX (6) TO ZERO (0). COMMISSIONER BAILEY WAS NOT PRESENT.

8. Public Comment

There were no public comments.

9. Identification of Future Agenda Items

Mr. Geiogamah said the next scheduled meeting is January 19, 2016. Future agenda items include a TDC work study session, the required Annual Review, an update on the Special Events Ordinance, and a recommendation on event contracts. Chairman Scholefield requested a report on the Charles Schwab Cup, an update on the Transportation Department survey regarding the downtown trolley, an item on bed tax stabilization, and a report from the Tourism Advisory Task Force. Vice Chair Hirose requested a post-event report on the Food and Wine Festival.

Adjournment

The meeting adjourned at 9:45 a.m.

Recorded and Transcribed by AVTronics Inc., d/b/a AVTranz Transcription and Reporting Services



Memorandum

To: Honorable Mayor and City Council 
From: Daniel J. Worth, Capital Project Management
Date: January 4, 2016
Re: January 11, 2016 - City Council Meeting – Item 33, Desert Discovery Center Consulting Services Agreement.

Your Honor and Members of the City Council,

Please find attached the McDowell Sonoran Conservancy letter of December 28, 2015. This letter arrived too late to make the original Council packet that was delivered to the Clerk's Office last week.

If you have any additional questions, please feel free to call me at 480-312-5555.



McDowell Sonoran
CONSERVANCY.

December 28, 2015

Kroy Ekblaw
Preserve Director
City of Scottsdale
7447 E. Indian School Rd. Suite 300
Scottsdale, AZ 85251

Dear Kroy,

The McDowell Sonoran Conservancy Board of Directors recently took action to clarify our organization's position regarding a proposed Desert Discovery Center. They authorized me to send this information to you to inform any interested parties including but not limited to the Scottsdale City Council, McDowell Sonoran Preserve Commission, Tourism Development Commission, associated City staff, City Attorney, and citizens.

First, the Board voted to rearticulate the Board's resolution of January 21, 2015 regarding a Desert Discovery Center to all interested parties. I have attached a copy of that resolution.

Second, the Board voted to reemphasize to all interested parties the language in the resolution that states that "the McDowell Sonoran Conservancy looks forward to engaging with all interested parties, the City of Scottsdale, educational institutions, the tourism community, and community support groups to consider a center that encourages life-long learning and an appreciation of the Preserve's value for this and future generations."

Finally, the Board of Directors passed a new resolution, as follows:

The McDowell Sonoran Conservancy supports the McDowell Sonoran Preserve Commission's recommendation to Scottsdale City Council that it is "premature to recommend the use of Preserve funds to the development of the Desert Discovery Center."

I ask that you include this information for any City of Scottsdale staff, elected, or appointed officials with an interest in or responsibility for the creation of a Desert Discovery Center in Scottsdale.

Thank you,

Sincerely,

Mike Nolan
Executive Director
McDowell Sonoran Conservancy



McDowell Sonoran Conservancy

Resolution on a Desert Discovery Center

Approved January 21, 2015

RESOLVED: The McDowell Sonoran Conservancy (MSC) believes that the City of Scottsdale, its businesses, its residents and its visitors could benefit from a desert discovery center located in, or near, its McDowell Sonoran Preserve. MSC recognizes that a center consistent with the purpose of the Preserve may be in line with the mission of MSC. MSC believes a desert discovery center should:

- respect the integrity of the Preserve and have a limited environmental impact;
- provide an important amenity for the hospitality and tourism industry; and
- reflect the community's financial resources to not only fund the construction of such a center but to finance the ongoing operational costs of such a center.

MSC looks forward to engaging with all interested parties, the City of Scottsdale, educational institutions, the tourism community, and community support groups to consider a center that encourages life-long learning and an appreciation of the Preserve's value for this and future generations.

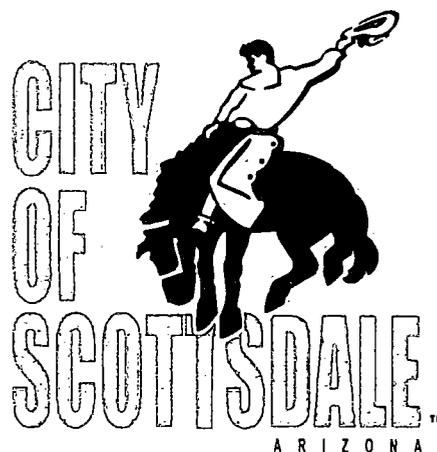
Most importantly, MSC remains fully committed to its core mission, to fulfilling its responsibilities under its agreement with the City of Scottsdale, and to its education and research activities in the Preserve.

FURTHER RESOLVED: The Chairman and the Executive Director of the Conservancy are hereby authorized to make, execute, acknowledge and deliver all statements and take all actions necessary to communicate the above Position.

FURTHER RESOLVED: Any prior positions or proposed resolutions that may have been taken or adopted by the Board of the McDowell Sonoran Conservancy with regards to the desert discovery center are superseded in their entirety by the Position and are of no force or effect.

Desert Discovery Center

Step 1 Services Contract and MUMSP



City Council
January 11, 2016

Proposed Actions

- Transfer \$1.7M from bed tax carryover funds into new capital project for “Desert Discovery Center Business Plan and Feasibility Analysis”
- Authorize \$726k contract for operator/manager services for the DDC
- Initiate process to amend existing Municipal Use Master Site Plan



Recent Activities on DDC

Last 12 months

- March 24th: Council Work-Study session on DDC
- May 13th: RFQ for manager/operator issued
- July 16th: Responses to RFQ received
- September 8th: Council direction to proceed with contract negotiations
- November/December: Board/Commission review
- January 11th: Council consideration of operator/manager contract with DDCS, Inc. and approval of Step 1 project budget



Request for Qualifications

Key Elements

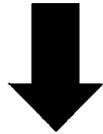
- Anticipated four “Steps” for development of the DDC
- Provided a draft of possible scope of services anticipated for each of the four steps
- Provided criteria for evaluation of qualifications of the respondent (point system)
- Did not include design services for an architect – that will be a separate, future solicitation
- Allows flexibility to contract for later steps of work with the same respondent



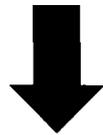
Request for Qualifications

Anticipated Steps to Develop Facility

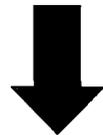
Step 1: Prepare Vision and Preliminary Plan (*proposed*)



Step 2: 30% Project Development (*partial*)



Step 3: 100% Project Development (*future*)



Step 4: Construction and Operation (*future*)



Response Received

- Single response received from Desert Discovery Center Scottsdale, Inc.
- Response complies with requirements of RFQ
- Response was graded an average of 895 points out of a possible 1000 points by the review panel
- Review panel recommends moving forward with contract negotiations



Contract Scope of Work

DDCS, Inc. Proposed Deliverables

- Experiences, Exhibits & Programming
- Partnerships
- Architectural Design (*under separate contract*)
- Business Plan/Economic Impact
- Fundraising
- Communication, Branding, Marketing
- Community Outreach



Tentative Project Budget

For Step 1 Services

| Item | Budget |
|--|-------------|
| Management Contract (DDCS, Inc.) | \$726,900 |
| Architectural Services (future solicitation) | \$700,000 |
| Project Mgt./Administrative Expenses | \$120,000 |
| Contingency | \$150,000 |
| Total | \$1,696,900 |

- Will provide site and floor plans, elevations, character renderings and a project estimate of probable construction cost
- Will provide sufficient information to make a “go/no-go” decision on the final facility configuration and business plan
- Will provide complete financial overview of project



Additional Budget Notes

Public-Private Partnership

- To date, DDCS, Inc. has raised and utilized approximately \$232,000 in cash and in-kind contributions
- DDCS, Inc. has proposed an additional contribution of approximately \$270,000 in cash and in-kind contributions to support the scope of work proposed for Step 1 – not valued in proposal
- A significant amount of volunteer time has been provided by the principals and others involved with the DDCS, Inc. (presentations, research, negotiations, etc.)
- A contribution in development of the research and education program is expected from ASU in Step 1 services – not valued in proposal



Possible Funding Sources

- General fund
- Preserve sales tax- MSPC recommendation to not use Preserve funds at this point
- Tourism fund/bed tax- TDC recommendation to fund \$1.7M project with bed tax carryover funds
- Combination of the above



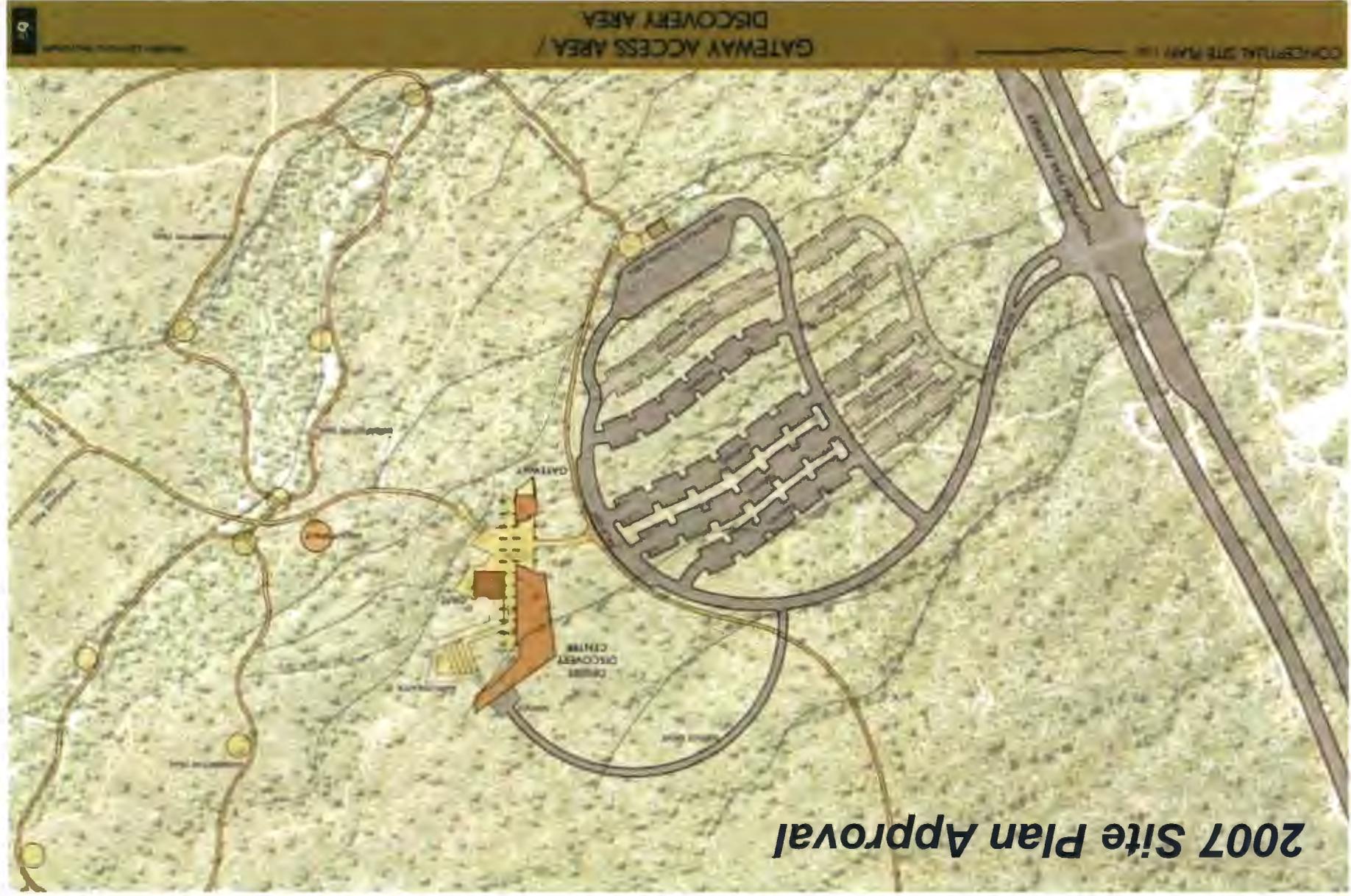
Questions/Discussion



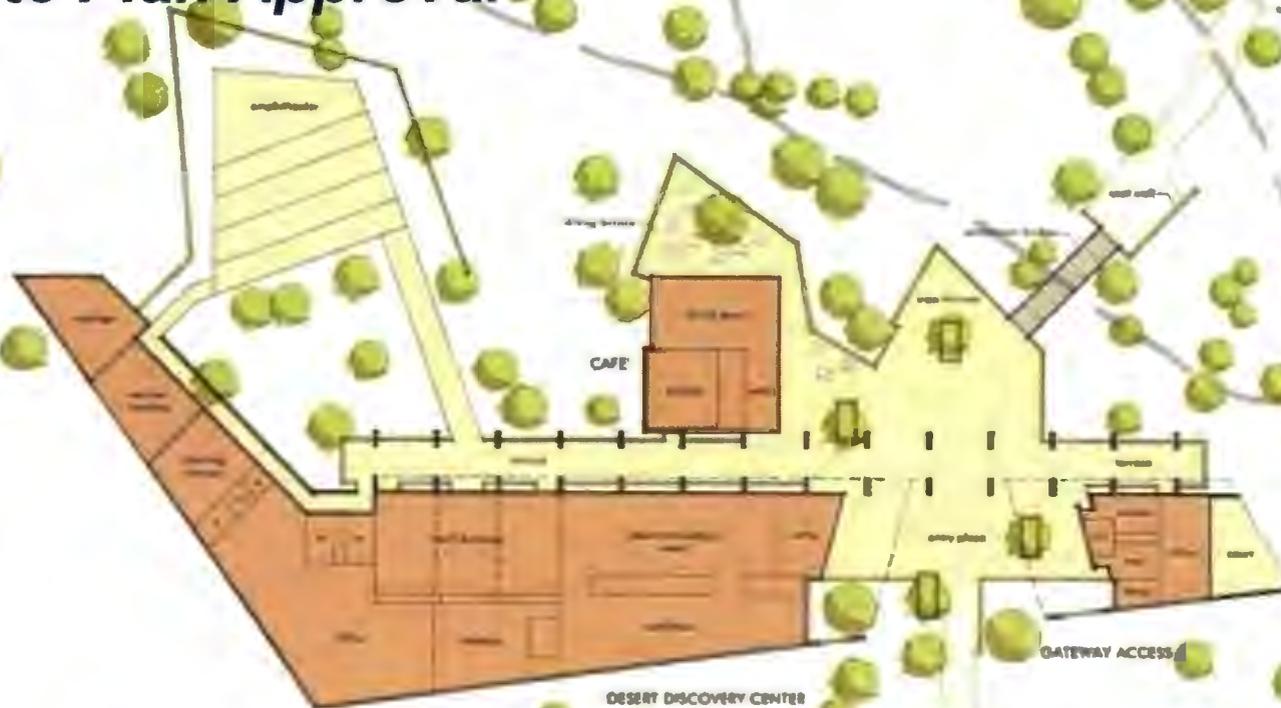
Additional Slides



2007 Site Plan Approval



2007 Site Plan Approval



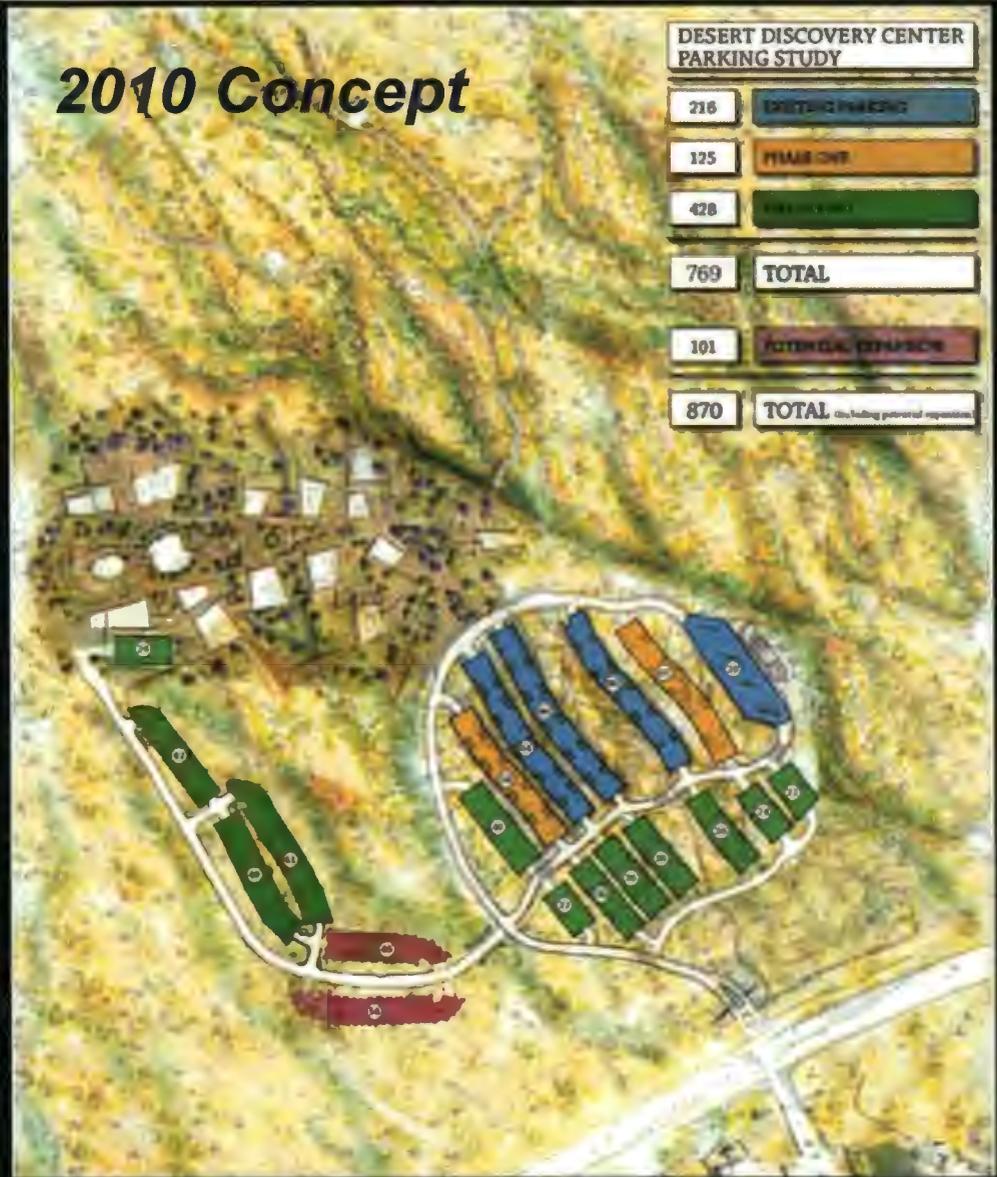
2010 Concept



DDC Evolving Conceptual Plan

Swaback Partners | City of Scottsdale: Desert Discovery Center

2010 Concept



DDC Conceptual Parking Plan

N 104TH ST

101

POTENTIAL

870

TOTAL including P



Item 33

**Desert Discovery Center
Step 1 Services Contract and MUMSP**



**City Council
January 11, 2016**

Proposed Actions

- Transfer \$1.7M from bed tax carryover funds into new capital project for “Desert Discovery Center Business Plan and Feasibility Analysis”
- Authorize \$726k contract for operator/manager services for the DDC
- Initiate process to amend existing Municipal Use Master Site Plan



Recent Activities on DDC

Last 12 months

- March 24th: Council Work-Study session on DDC
- May 13th: RFQ for manager/operator issued
- July 16th: Responses to RFQ received
- September 8th: Council direction to proceed with contract negotiations
- November/December: Board/Commission review
- January 11th: Council consideration of operator/manager contract with DDCS, Inc. and approval of Step 1 project budget

3



Request for Qualifications

Key Elements

- Anticipated four "Steps" for development of the DDC
- Provided a draft of possible scope of services anticipated for each of the four steps
- Provided criteria for evaluation of qualifications of the respondent (point system)
- Did not include design services for an architect – that will be a separate, future solicitation
- Allows flexibility to contract for later steps of work with the same respondent

4



Request for Qualifications

Anticipated Steps to Develop Facility

Step 1: Prepare Vision and Preliminary Plan (*proposed*)



Step 2: 30% Project Development (*partial*)



Step 3: 100% Project Development (*future*)



Step 4: Construction and Operation (*future*)

5



Response Received

- Single response received from Desert Discovery Center Scottsdale, Inc.
- Response complies with requirements of RFQ
- Response was graded an average of 895 points out of a possible 1000 points by the review panel
- Review panel recommends moving forward with contract negotiations

6



Contract Scope of Work

DDCS, Inc. Proposed Deliverables

- Experiences, Exhibits & Programming
- Partnerships
- Architectural Design (*under separate contract*)
- Business Plan/Economic Impact
- Fundraising
- Communication, Branding, Marketing
- Community Outreach

7



Tentative Project Budget

For Step 1 Services

| Item | Budget |
|--|--------------------|
| Management Contract (DDCS, Inc.) | \$726,900 |
| Architectural Services (future solicitation) | \$700,000 |
| Project Mgt./Administrative Expenses | \$120,000 |
| Contingency | \$150,000 |
| Total | \$1,696,900 |

- Will provide site and floor plans, elevations, character renderings and a project estimate of probable construction cost
- Will provide sufficient information to make a "go/no-go" decision on the final facility configuration and business plan
- Will provide complete financial overview of project

8



Additional Budget Notes

Public-Private Partnership

- To date, DDCS, Inc. has raised and utilized approximately \$232,000 in cash and in-kind contributions
- DDCS, Inc. has proposed an additional contribution of approximately \$270,000 in cash and in-kind contributions to support the scope of work proposed for Step 1 – not valued in proposal
- A significant amount of volunteer time has been provided by the principals and others involved with the DDCS, Inc. (presentations, research, negotiations, etc.)
- A contribution in development of the research and education program is expected from ASU in Step 1 services – not valued in proposal

9



Possible Funding Sources

- General fund
- Preserve sales tax- MSPC recommendation to not use Preserve funds at this point
- Tourism fund/bed tax- TDC recommendation to fund \$1.7M project with bed tax carryover funds
- Combination of the above

10



Questions/Discussion

11



Additional Slides

12



2007 Site Plan Approval



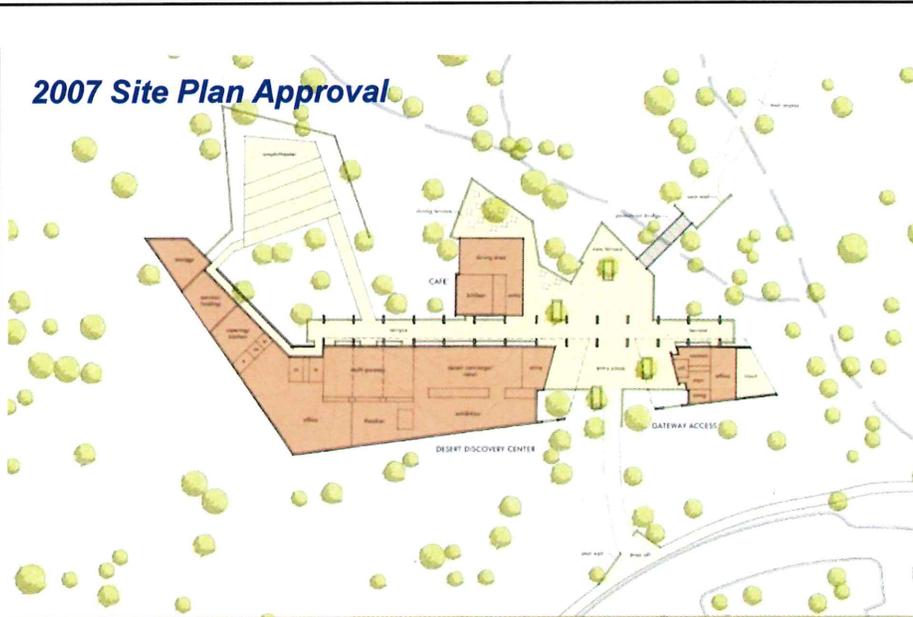
CONCEPTUAL SITE PLAN 1:500

GATEWAY ACCESS AREA /
DISCOVERY AREA

Waddell Gilmore Architects
6

13

2007 Site Plan Approval



CONCEPTUAL FLOOR PLAN 1:500

GATEWAY ACCESS AREA /
DISCOVERY AREA

Waddell Gilmore Architects
6

14

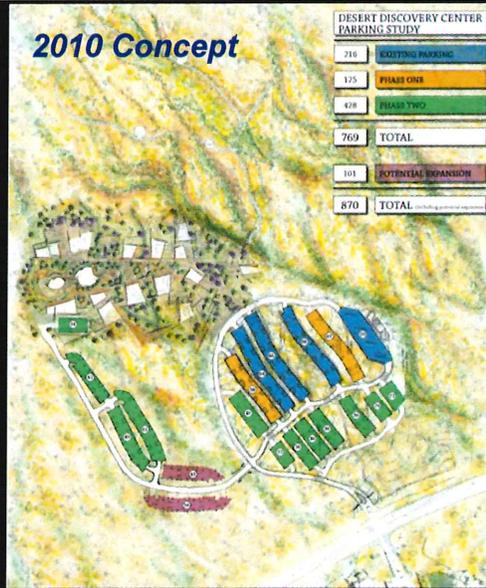
2010 Concept



DDC Evolving Conceptual Plan

Swack Partners | City of Scottsdale | Desert Discovery Center

2010 Concept



DDC Conceptual Parking Plan

Swack Partners | City of Scottsdale | Desert Discovery Center



17

Wyant, Erica

From: usantoni@gmail.com
Sent: Saturday, January 02, 2016 10:58 PM
To: Agenda Item Comment
Subject: Agenda Item Comment for 01/11/16 - Item 33

Meeting Date: 01/11/16
Item Number: 33

Contact Information (if blank, user did not provide):

Name: Umberto Santoni
Address: 18170 N. 99th St.
C/S/Z: Scottsdale, AZ 85255
Phone: 480-532-5802

Comment for 01/11/16 Item 33:

The following comments are regarding Resolution No. 10261.

Dear Mayor Lane and Scottsdale City Council:

We are Scottsdale residents writing to express our opposition to the proposed Desert Discovery Center Resolution No. 10261, on the January 11, 2016 Scottsdale City Council agenda.

The Desert Discovery Center Consulting Services Agreement was not included in the Scottsdale FY2015/16 Capital Improvement Plan and was not included in the project list for the 6 bond questions posed to voters in the November 3 special election. This indicates the Desert Discovery Center Consulting Services Agreement is a lower priority for Scottsdale than any existing capital improvement project or any of the proposed special election bond projects. The Consulting Services Agreement No.

2015-234-COS with the Desert Discovery Center Scottsdale, Inc. should not be approved and the \$1.7M required for it should not be appropriated from the FY 2015/16 General Fund Capital Contingency budget.

Additionally, the proposed location of the Desert Discovery Center is on 30 acres of the McDowell Sonoran Preserve at the Gateway area. A development of this magnitude would alter the pristine state of this area, contradicting the purpose of the preserve stated in the McDowell Sonoran Preserve Ordinance. Also, the existing Gateway trailhead already provides appropriate public facilities for educational and passive outdoor recreational activities. This is the people's preserve, not a park, university extension, or commercial development opportunity. The amendment to the existing Municipal Use Master Site Plan for a Desert Discovery Center at the Gateway must not be approved.

At the City Council's January 11, 2016 meeting, we urge you to not authorize Resolution No. 10261 and its associated three line items.

Wyant, Erica

From: cadahl25@aol.com
Sent: Tuesday, January 05, 2016 7:50 AM
To: Agenda Item Comment
Subject: Agenda Item Comment for 01/11/16 - Item Resolution No. 10261

Meeting Date: 01/11/16
Item Number: Resolution No. 10261

Contact Information (if blank, user did not provide):

Name: Carrie Dahl
Address: 15850 N Thompson Peak Pkwy, #2128
C/S/Z: Scottsdale, az 85260
Phone:

Comment for 01/11/16 Item Resolution No. 10261:

Please do not approve this request. The Discovery Center is the opposite of the purpose of the preserve. It would be destroying the desert. The Sonoran Desert (within the preserve) is there to experience already.

Wyant, Erica

From: Kkeane@koncatenate.com
Sent: Tuesday, January 05, 2016 9:41 AM
To: Agenda Item Comment
Subject: Agenda Item Comment for 01/11/16 - Item #33

Meeting Date: 01/11/16
Item Number: #33

Contact Information (if blank, user did not provide):

Name: Kathryn Keane
Address: 16849 N 111th St
C/S/Z: Scottsdale, AZ 85255
Phone: 614-668-2946

Comment for 01/11/16 Item #33:

My husband, Michael, and I just moved from Ohio to Scottsdale permanently in October. We were thrilled to purchase a home in MMR and back up into the Sonoran preserve. I am so disappointed to find out that a DDC is being discussed to bring this change to important wildlife, hiking and peaceful land that caused us to purchase here. This will create chaos and traffic (especially during the building phase) that will reduce our property values, and will forever change the nature of the Gateway.

PLEASE do NOT move forward with this initiative. Stop it NOW. Thank you.

Katy and Michael Keane

Wyant, Erica

From: jrjohnson480@gmail.com
Sent: Tuesday, January 05, 2016 2:37 PM
To: Agenda Item Comment
Subject: Agenda Item Comment for 01/11/16 - Item 33. Desert Discovery Center

Meeting Date: 01/11/16
Item Number: 33. Desert Discovery Center

Contact Information (if blank, user did not provide):

Name: Jennifer Johnson
Address: 18815 N 90th Way
C/S/Z: Scottsdale, Arizona 85255
Phone:

Comment for 01/11/16 Item 33. Desert Discovery Center:

What a shame to ruin more acres of land WE VOTED TO PRESERVE. You should be ashamed of yourselves for wasting our money in this manner. We enjoy and appreciate our majestic views, serene landscape, and native wildlife habitat here in North Scottsdale and do not need a "Disneyland" to forever ruin it!

Wyant, Erica

From: Dthomas31@sbcglobal.net
Sent: Thursday, January 07, 2016 2:18 PM
To: Agenda Item Comment
Subject: Agenda Item Comment for 01/11/16 - Item 1A

Meeting Date: 01/11/16
Item Number: 1A

Contact Information (if blank, user did not provide):

Name: Diane Thomas
Address: 10477 E Texas Sage Lane
C/S/Z: Scottsdale , AZ 85255
Phone:

Comment for 01/11/16 Item 1A:

As a permanent resident and land owner who pays property taxes, I vehemently object to the DCC project which is being proposed for the Gateway at McDowell Mountain Ranch!!! What steps can be taken to oppose this?? Is there a vote that will be given for residents?? Can you advise if there is a specific council member to hear objections??

Wyant, Erica

From: nicetang@cox.net
Sent: Thursday, January 07, 2016 7:22 PM
To: Agenda Item Comment
Subject: Agenda Item Comment for 01/11/16 - Item 33

Meeting Date: 01/11/16
Item Number: 33

Contact Information (if blank, user did not provide):

Name: Michael Mayer
Address: 11157 E Greenway Road
C/S/Z: Scottsdale, AZ 85255
Phone:

Comment for 01/11/16 Item 33:

Do not fund the DDC. Terminate the project.

That is what the citizens who live in the area want you to do.

Michael Mayer

Jagger, Carolyn

From: Kuester, Kelli
Sent: Friday, January 08, 2016 3:55 PM
To: Jagger, Carolyn
Subject: FW: Desert Discovery Center

From: Andrea Keck [<mailto:andreakeck@aol.com>]
Sent: Thursday, January 07, 2016 11:54 AM
To: Lane, Jim
Subject: Desert Discovery Center

Mayor Lane:

We are residents of Windgate Ranch, located right across the street from the Gateway Preserve, where this Desert Discovery Center project is being proposed. We **vehemently oppose** how this project has grown in scope and size, and are writing to ask that you vote against this project at Monday's City Council meeting. A group of Windgate residents will be in attendance to speak at Monday's meeting.

We're totally confused about where the project stands and what is the process going forward. Key questions include:

- 1) Is this a done deal, or is there still opportunity to stop it? It certainly seems to be continuing to move ahead, despite citizen's objections.
- 2) How can such a huge facility be built in what was supposed to be a "Preserve".....pristine desert space?
- 3) Doesn't a \$70+ million expenditure require a vote of the citizens of Scottsdale? (I would think many citizens might prefer to spend this amount of money on schools, police stations, roads, etc.)

Please tell us what we steps we need to take to do all we can to prevent this DDC from happening. We have a sense that things are moving forward without us....that one day we're going to wake up and find out that it's been done.

Sincerely,

Andrea and Ken Keck

9719 E West View Drive

Scottsdale, AZ 85255

480-595-6271

Wyant, Erica

From: lghervey@cox.net
Sent: Friday, January 08, 2016 4:17 PM
To: Agenda Item Comment
Subject: Agenda Item Comment for 01/11/16 - Item 10261

Meeting Date: 01/11/16
Item Number: 10261

Contact Information (if blank, user did not provide):

Name: Lea Ann Hervey
Address: 10691 E Palm Ridge Dr
C/S/Z: Scottsdale, AZ 85255
Phone:

Comment for 01/11/16 Item 10261:

I have been a resident of Scottsdale for over 16 years now and was here when the City bought the area where the Desert Discovery Center is proposed. I remember the city paid Toll Brothers top dollar for that area and we were told it would be used as preserve for the Gateway Trailhead.

I do NOT support an amendment to the existing Municipal Use Master Site Plan for a Desert Discovery Center on 30± acres of City-owned land located north of the existing Gateway to the Preserve Trailhead on Thompson Peak Parkway. I feel this area should remain as the Gateway Trailhead and we should not try to turn it into a tourist attraction.

Wyant, Erica

From: rebecca@scottsdalerealtors.org
Sent: Saturday, January 09, 2016 7:45 PM
To: Agenda Item Comment
Subject: Agenda Item Comment for 01/11/16 - Item Item 33 – Authorize Resolution No. 10261

Meeting Date: 01/11/16
Item Number: Item 33 – Authorize Resolution No. 10261

Contact Information (if blank, user did not provide):

Name: Rebecca Grossman
Address: 11595 E. Juan Tabo Rd.
C/S/Z: Scottsdale, AZ 85255
Phone:

Comment for 01/11/16 Item Item 33 – Authorize Resolution No. 10261:

As a Scottsdale resident, I cannot wait to take our visiting family and friends to the Desert Discovery Center once it is completed. This project will do so much to make Scottsdale the place to be to enjoy and learn about our beautiful desert. It will help to maintain the quality of life, the economic vitality and property values in our great city.

Thank you for your YES vote.

Wyant, Erica

From: debbie@shieldsregalrealty.com
Sent: Saturday, January 09, 2016 8:01 PM
To: Agenda Item Comment
Subject: Agenda Item Comment for 01/11/16 - Item Desert Discovery Center

Meeting Date: 01/11/16
Item Number: Desert Discovery Center

Contact Information (if blank, user did not provide):

Name: Debbie SHIELDS
Address: 26505 N 86th way
C/S/Z: Scottsdale, AZ 85255
Phone: 6023303011

Comment for 01/11/16 Item Desert Discovery Center:

As Chair of the Scottsdale Area Association of REALTORS I will be there Monday to speak for the DDC.
Debbie Shields

Wyant, Erica

From: sbarnes@westusa.com
Sent: Monday, January 11, 2016 12:50 AM
To: Agenda Item Comment
Subject: Agenda Item Comment for 01/11/16 - Item 33 - Authorize Resolution #10261

Meeting Date: 01/11/16
Item Number: 33 - Authorize Resolution #10261

Contact Information (if blank, user did not provide):

Name: Sue Barnes
Address: 9746 E topaz Dr
C/S/Z: Scottsdale, AZ 85258
Phone: 480-391-1557

Comment for 01/11/16 Item 33 - Authorize Resolution #10261:

I fell in love with Arizona when I moved here in 1962 but there was little to do or bring my visitors to see. to help them experience Arizona as I saw it. But now as a REALTOR® and Scottsdale resident, I know that a community thrives when it creates harmony between residents, the business community, and the environment. When these three pillars are in harmony, the housing market is maintained, community aesthetics are preserved, career opportunities grow, and government revenue for public amenities and services is increased. Together, these drive our “quality of life”, one of the most important aspects people consider when they are choosing where to live.

One of the main attractions of Scottsdale is our beautiful scenery. However, just having a designated natural environment is not enough. The area needs to be connected to and mesh with the community; it needs to reflect the brand of Scottsdale. By providing an experience destination, such as the Desert Discovery Center is designed to do, you create a form of entertainment, education, and “play”, which meets the needs of our residents and visitors, just as any museum, aquarium, or zoo would do. And it is an extraordinary opportunity that Scottsdale has before it to create an experience unlike any other in the nation.

As an advocate for the quality of life in Scottsdale and Scottsdale’s homeowners, I urge you to vote YES on January 11th to approve Regular Agenda Item #33, authorization of Resolution No. 10261 (in its entirety) for the Desert Discovery Center.

To keep Scottsdale special, we have to grow and adapt to the needs of our ever-changing community and environment. The citizens of Scottsdale invested in the Preserve through their taxes many years ago, and now we have an opportunity to enhance that commitment while improving home values for our citizens, driving economic growth for our city, and creating a world-renowned destination for our visitors.

I am excited about the Desert Discovery Center, as I know many of my clients are as well.

Thank you for your YES vote.

Sue Barnes

Wyant, Erica

From: paulasplaces@gmail.com
Sent: Monday, January 11, 2016 8:40 AM
To: Agenda Item Comment
Subject: Agenda Item Comment for 01/11/16 - Item 33 – Authorize Resolution No. 10261

Meeting Date: 01/11/16
Item Number: 33 – Authorize Resolution No. 10261

Contact Information (if blank, user did not provide):

Name: Paula Serven
Address: 10656 E. Penstamin Drive
C/S/Z: Scottsdale, Az 85255
Phone: 602-620-1051

Comment for 01/11/16 Item 33 – Authorize Resolution No. 10261:

As a REALTOR® and Scottsdale resident, I know that a community thrives when it creates harmony between residents, the business community, and the environment. When these three pillars are in harmony, the housing market is maintained, community aesthetics are preserved, career opportunities grow, and government revenue for public amenities and services is increased. Together, these drive our “quality of life”, one of the most important aspects people consider when they are choosing where to live.

One of the main attractions of Scottsdale is our beautiful scenery.

However, just having a designated natural environment is not enough. The area needs to be connected to and mesh with the community; it needs to reflect the brand of Scottsdale. By providing an experience destination, such as the Desert Discovery Center is designed to do, you create a form of entertainment, education, and “play”, which meets the needs of our residents and visitors, just as any museum, aquarium, or zoo would do. And it is an extraordinary opportunity that Scottsdale has before it to create an experience unlike any other in the nation.

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To keep Scottsdale special, we have to grow and adapt to the needs of our ever-changing community and environment. The citizens of Scottsdale invested in the Preserve through their taxes many years ago, and now we have an opportunity to enhance that commitment while improving home values for our citizens, driving economic growth for our city, and creating a world-renowned destination for our visitors.

I am excited about the Desert Discovery Center, as I know many of my clients are as well.

Thank you for your YES vote.

Wyant, Erica

From: dangfarley@hotmail.com
Sent: Monday, January 11, 2016 8:50 AM
To: Agenda Item Comment
Subject: Agenda Item Comment for 01/11/16 - Item Number: Item 33 – Authorize Resolution No. 10261

Meeting Date: 01/11/16
Item Number: Number: Item 33 – Authorize Resolution No. 10261

Contact Information (if blank, user did not provide):

Name: Dan Farley
Address: 9242 E Pershing Ave
C/S/Z: Scottsdale, AZ 85260
Phone: 4809515959

Comment for 01/11/16 Item Number: Item 33 – Authorize Resolution No. 10261:

As a Realtor and Scottsdale city resident, I am outraged that City Council made great efforts to tell the community how badly bonds needed to be passed for things in disrepair and then shortly thereafter is looking to sink \$1.7 million after already putting \$2 million into a project that was never mentioned when presented with the desperate call to pass bonds.

I'm further disgusted by my association's efforts to undermine promises made to homeowners in the immediate region for a Desert Discovery Center that will increase traffic, make it more of a commercial enterprise and reduce the natural sanctuary of the Gateway hiking trail.

However, I'm really most bothered on how City Council has gone about this.

Wyant, Erica

From: Sharon@ajfengineering.com
Sent: Monday, January 11, 2016 9:48 AM
To: Agenda Item Comment
Subject: Agenda Item Comment for 01/11/16 - Item 33-authorize resolution #10261

Meeting Date: 01/11/16
Item Number: 33-authorize resolution #10261

Contact Information (if blank, user did not provide):

Name: Sharon Wolf-Furman
Address: 14201 N Hayden Rd Ste A4
C/S/Z: Scottsdale, Arizona 85260
Phone:

Comment for 01/11/16 Item 33-authorize resolution #10261:

As both a resident & business owner in Scottsdale, I am very aware of how important it is that the our community thrive by both protecting & keeping harmony between the environment, businesses & residents. It is vitally important that we continue to attract tourists and offer unique attractions in our community. Please vote YES today to approve regular agenda item #33, authorization of resolution #10261 in its entirety for the Desert Discovery Center.

Thank you!

Wyant, Erica

From: judyhudek@cox.net
Sent: Monday, January 11, 2016 10:31 AM
To: Agenda Item Comment
Subject: Agenda Item Comment for 01/11/16 - Item Item 33 – Authorize Resolution No. 10261

Meeting Date: 01/11/16
Item Number: Item 33 – Authorize Resolution No. 10261

Contact Information (if blank, user did not provide):

Name: Judy Hudek
Address: 6049 E. Aster
C/S/Z: Scottsdale, Arizona 85254
Phone:

Comment for 01/11/16 Item Item 33 – Authorize Resolution No. 10261:

As a REALTOR® and Scottsdale resident, I know that a community thrives when it creates harmony between residents, the business community, and the environment. When these three pillars are in harmony, the housing market is maintained, community aesthetics are preserved, career opportunities grow, and government revenue for public amenities and services is increased. Together, these drive our “quality of life”, one of the most important aspects people consider when they are choosing where to live.

One of the main attractions of Scottsdale is our beautiful scenery. However, just having a designated natural environment is not enough. The area needs to be connected to and mesh with the community; it needs to reflect the brand of Scottsdale. By providing an experience destination, such as the Desert Discovery Center is designed to do, you create a form of entertainment, education, and “play”, which meets the needs of our residents and visitors, just as any museum, aquarium, or zoo would do. And it is an extraordinary opportunity that Scottsdale has before it to create an experience unlike any other in the nation.

As an advocate for the quality of life in Scottsdale and Scottsdale’s homeowners, I urge you to vote YES on January 11th to approve Regular Agenda Item #33, authorization of Resolution No. 10261 (in its entirety) for the Desert Discovery Center.

To keep Scottsdale special, we have to grow and adapt to the needs of our ever-changing community and environment. The citizens of Scottsdale invested in the Preserve through their taxes many years ago, and now we have an opportunity to enhance that commitment while improving home values for our citizens, driving economic growth for our city, and creating a world-renowned destination for our visitors.

I am excited about the Desert Discovery Center, as I know many of my clients are as well.

Thank you for your YES vote

Wyant, Erica

From: andreakeck@aol.com
Sent: Monday, January 11, 2016 10:49 AM
To: Agenda Item Comment
Subject: Agenda Item Comment for 01/11/16 - Item 33

Meeting Date: 01/11/16
Item Number: 33

Contact Information (if blank, user did not provide):

Name: Andrea Keck
Address: 9719 E West View Drive
C/S/Z: Scottsdale, az 85255
Phone:

Comment for 01/11/16 Item 33:

1. How is it legal for a 30+ acre commercial development and a 72,000 sq ft facility to be built in land designated and paid for by Scottsdale citizens as a Preserve?
2. Does not a \$70+ million project require approval (vote) by the citizens of Scottsdale? It seems many citizens might prefer to spend this much money on other needs.

Wyant, Erica

From: pat.shaler@gmail.com
Sent: Monday, January 11, 2016 10:54 AM
To: Agenda Item Comment
Subject: Agenda Item Comment for 01/11/16 - Item Item 33 – Resolution No. 10261

Meeting Date: 01/11/16
Item Number: Item 33 – Resolution No. 10261

Contact Information (if blank, user did not provide):

Name: Patricia Shaler
Address: 25550 N 82nd St
C/S/Z: Scottsdale, Arizona 85255
Phone: 4809468069

Comment for 01/11/16 Item Item 33 – Resolution No. 10261:

The "Preserve" is to be preserved. "Amenities" that are funded are for toilets & water - not a 30+ acre commercial facility. Please place on a portion of the desert that has already been zoned "commercial". The current DDC is a monument to cronyism. SCC has classrooms, old town has 'gift shops' & Starbucks has snacks & coffee. The Preserve is one of the best things to be accomplished in Scottsdale - you violate voter trust when you destroy 30 acres of habitat, flora & fauna for a testament to someone's ego.

Wyant, Erica

From: mbarnewolt@msn.com
Sent: Monday, January 11, 2016 10:41 AM
To: Agenda Item Comment
Subject: Agenda Item Comment for 01/11/16 - Item 33- Authorize Resolution No 10261

Meeting Date: 01/11/16
Item Number: 33- Authorize Resolution No 10261

Contact Information (if blank, user did not provide):

Name: Clift and Marti Barnewolt
Address: 13565 N. 102nd Place
C/S/Z: Scottsdale, AZ 85260
Phone:

Comment for 01/11/16 Item 33- Authorize Resolution No 10261:

As REALTOR®'s and Scottsdale residents, I know that a community thrives when it creates harmony between residents, the business community, and the environment. When these three pillars are in harmony, the housing market is maintained, community aesthetics are preserved, career opportunities grow, and government revenue for public amenities and services is increased. Together, these drive our "quality of life", one of the most important aspects people consider when they are choosing where to live.

One of the main attractions of Scottsdale is our beautiful scenery. However, just having a designated natural environment is not enough. The area needs to be connected to and mesh with the community; it needs to reflect the brand of Scottsdale. By providing an experience destination, such as the Desert Discovery Center is designed to do, you create a form of entertainment, education, and "play", which meets the needs of our residents and visitors, just as any museum, aquarium, or zoo would do. And it is an extraordinary opportunity that Scottsdale has before it to create an experience unlike any other in the nation.

As an advocate for the quality of life in Scottsdale and Scottsdale's homeowners, we urge you to vote YES on January 11th to approve Regular Agenda Item #33, authorization of Resolution No. 10261 (in its entirety) for the Desert Discovery Center.

To keep Scottsdale special, we have to grow and adapt to the needs of our ever-changing community and environment. The citizens of Scottsdale invested in the Preserve through their taxes many years ago, and now we have an opportunity to enhance that commitment while improving home values for our citizens, driving economic growth for our city, and creating a world-renowned destination for our visitors.

We are excited about the Desert Discovery Center, and we know many of our clients are as well.

Thank you for your YES vote.

Wyant, Erica

From: kathleen.prokopow@russlyon.com
Sent: Monday, January 11, 2016 11:10 AM
To: Agenda Item Comment
Subject: Agenda Item Comment for 01/11/16 - Item Item 33 – Authorize Resolution No. 10261

Meeting Date: 01/11/16

Item Number: Item 33 – Authorize Resolution No. 10261

Contact Information (if blank, user did not provide):

Name: Kathleen Prokopow

Address: 8852 E. Pinnacle Peak Road Ste. J3

C/S/Z: Scottsdale, AZ 85255

Phone:

Comment for 01/11/16 Item Item 33 – Authorize Resolution No. 10261:

As a REALTOR® and Scottsdale resident, I know that a community thrives when it creates harmony between residents, the business community, and the environment. When these three pillars are in harmony, the housing market is maintained, community aesthetics are preserved, career opportunities grow, and government revenue for public amenities and services is increased. Together, these drive our “quality of life”, one of the most important aspects people consider when they are choosing where to live.

Wyant, Erica

From: Peggyneely@q.com
Sent: Monday, January 11, 2016 11:58 AM
To: Agenda Item Comment
Subject: Agenda Item Comment for 01/11/16 - Item 33

Meeting Date: 01/11/16
Item Number: 33

Contact Information (if blank, user did not provide):

Name: Peggy Neely
Address: 5201 E Helena Dr
C/S/Z: Scottsdale, AZ 85254
Phone:

Comment for 01/11/16 Item 33:

Please vote yes on item 33

As a REALTOR® of Scottsdale , I know that a community thrives when it creates harmony between residents, the business community, and the environment. When these three pillars are in harmony, the housing market is maintained, community aesthetics are preserved, career opportunities grow, and government revenue for public amenities and services is increased. Together, these drive our “quality of life”, one of the most important aspects people consider when they are choosing where to live.

One of the main attractions of Scottsdale is our beautiful scenery.

However, just having a designated natural environment is not enough. The area needs to be connected to and mesh with the community; it needs to reflect the brand of Scottsdale. By providing an experience destination, such as the Desert Discovery Center is designed to do, you create a form of entertainment, education, and “play”, which meets the needs of our residents and visitors, just as any museum, aquarium, or zoo would do. And it is an extraordinary opportunity that Scottsdale has before it to create an experience unlike any other in the nation.

As an advocate for the quality of life in Scottsdale and Scottsdale’s homeowners, I urge you to vote YES on January 11th to approve Regular Agenda Item #33, authorization of Resolution No. 10261 (in its entirety) for the Desert Discovery Center.

Wyant, Erica

From: marissa.pellegrini@gmail.com
Sent: Monday, January 11, 2016 2:34 PM
To: Agenda Item Comment
Subject: Agenda Item Comment for 01/11/16 - Item 33

Meeting Date: 01/11/16
Item Number: 33

Contact Information (if blank, user did not provide):

Name: Marissa Pellegrini
Address: 18941 N 91st Way
C/S/Z: Scottsdale, AZ 85255
Phone:

Comment for 01/11/16 Item 33:

The Gateway Trailhead, as-is, is a fantastic tribute to the community and allows learning and exploration while maintaining the natural beauty of the preserve. An addition of this magnitude is unnecessary and motivated by greed.

The reason this project has been 30 years in the making is because it doesn't have the support a project of this caliber needs to be successful.

Now that this project is being brought to light again, it is also reminding the citizens nearby that the City may not have their best interests in mind and may be too influenced by the private sector/private funding.

Please realize that long term, the trust of the community is paramount. I believe North Scottsdale not passing the bonds and the DDC publicity/project (regardless of it being a line item on the bonds or not) are directly related. There are plenty of projects noted in the bonds that will greatly benefit the City and its citizens. Please realize it is more important to regain the trust of these citizens, and therefore get the bonds passed to fund other projects that are needed/wanted by the people who live in this community. The DDC is a pipe dream and we should stop spending tax dollars and time on it and start focusing on projects that are worthy of the funding and will improve the safety and quality of life for the people of Scottsdale.

Wyant, Erica

From: ansatreanor1@gmail.com
Sent: Friday, January 22, 2016 4:36 PM
To: Agenda Item Comment
Subject: Agenda Item Comment for 01/11/16 - Item Item Number: Item 33 – Resolution No. 10261.

Meeting Date: 01/11/16
Item Number: Item Number: Item 33 – Resolution No. 10261.

Contact Information (if blank, user did not provide):

Name: Ansa Treanor
Address: 9494 E Redfield Rd., #1110
C/S/Z: Scottsdale, AZ 85260
Phone: 480 451 1012

Comment for 01/11/16 Item Item Number: Item 33 – Resolution No. 10261.:

I am against cementing the desert for the Desert Discovery Center. I recently took a tour of the area and hiked the trail a short distance and loved the view of no buildings to hinder the views of the cacti and natural terrain and no development on that side of Thompson Peak. I cannot even imagine that someone would want to kill all the plants and natural animal life and obstruct the setting as it is. I am devastated at what you are trying to do. There are many commercial buildings below Thompson Peak Road that you can buy for a museum with parking. Do not kill this virgin area with cement parking lots, museum, stores, restaurants. This is a devastating plan, I drive down Thompson Peak to Carefree all the time and love the views of the mountains, cacti and no cement or buildings blocking the view. Give the people of the area chance to enjoy what they have. All the visitors seemed very happy with what they had when I was there. A lot of dogs also. Leave it alone please!