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# MEMORANDUM

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Date: February 15, 2022

To: The Honorable Chair and Members  
Pima County Board of Supervisors

From: Jan Leshner   
Acting County Administrator

Re: **Update – Old Tucson Lease**

In mid-August 2020, Old Tucson Company (OTC), the lease holder of Old Tucson Studios, notified Pima County that they would be terminating their lease due to COVID-19. Old Tucson Studios occupies 180 acres of land within an area of 360 acres in Tucson Mountain Park previously leased by Pima County to OTC. The 25-year lease was scheduled to expire in 2023; however, mandatory COVID-19 shut-downs and the inability to host crowd-based, large-scale events became the final hurdle to continuing operations. Once notified, Pima County recognized the need to continue the security and care of the property while beginning termination of the lease and preparing the property for a new lease holder (Attachment 1). To protect the property and buildings, Pima County provided for needed utilities and staffing to maintain security 24 hours a day, seven days a week, property insurance and the elimination of unwanted vegetation including buffelgrass and invasive trees.

Pima County assumed control of the property on September 14, 2020 and began the process to identify a new Operator. An inventory was conducted of all the buildings as well as OTC's personal property that remained on site that might potentially be sold to a future Operator. The personal property included items such as a gazebo, carousel, mobile kitchen, miner's shack, warehouse storage shed, etc. The County maintains a detailed inventory spreadsheet of the buildings and items. Needed repair and maintenance of kitchens, septic, electrical and utility infrastructure were also done based on reviews conducted by Pima County Facilities Management and Health Department.

As required for a new lease, a property appraisal was conducted to include both the developed and natural portion of the lease area.

The County Administrator directed a 14-member Task Force be formed to provide input on the future direction and use of the property with consideration being given to the type of leisure, natural and/or cultural attraction that might successfully be operated at the location. Public members of the task force included individuals with backgrounds in western history, film, tourism and knowledge of the property and resources. The Task Force also included Pima County staff representing tourism/attractions, film production, parks/recreation and conservation/sustainability (Attachment 2).

The Honorable Chair and Members, Pima County Board of Supervisors

Re: **Update – Old Tucson Lease**

February 15, 2022

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The Task Force held meetings in October and November of 2020. Additional public input and suggestions were also solicited at [OldTucsonFeedback@pima.gov](mailto:OldTucsonFeedback@pima.gov). Input from both sources was considered during the crafting of a Solicitation for Qualifications (SFQ) for an Attractions Operator for the Old Tucson Studios property. The SFQ was published on December 16, 2020 in the Daily Territorial and the Arizona Daily Star. The SFQ was also advertised in Indiewire and emailed to 114 individuals, corporations or entities that had expressed an interest in being notified of the process or had been identified by staff as possible operators or interested parties. Members of the Task Force also sent the published SFQ to their contacts and posted on social media sites. (Attachment 3)

On February 12, 2021, two companies responded to the SFQ. A seven-member Evaluation Committee consisting of four Pima County employees and three members of the public, along with input from Subcommittees on Finance and Sustainability, scored the responses. Both respondents were invited to participate in interviews with the Committee. On March 25, 2021, one respondent was invited to move forward to the Request for Proposal (RFP) phase based on the combined scoring of the interviews and written responses. The RFP was released on July 9, 2021, and the Response was received on August 20, 2021 and evaluated by the Evaluation Committee and Subcommittees.

Through the confidential Procurement process, an Intent to Negotiate was issued on September 14, 2021. An Operating Agreement is currently being negotiated. During the negotiations period, the proposed Operator conducted two on-site visits to the Old Tucson Studios property with Pima County staff who answered specific questions and provided background information related to the property. The proposed Operator also visited other attraction properties and met with the former lease holder to review personal property they might want to purchase.

The proposed Operating Agreement is anticipated to be on a March 2022 Board of Supervisors Meeting agenda for consideration. Additional information will be provided to the Board for review in advance of the agenda item.

JKL

Attachments

c: Carmine DeBonis, Jr., Deputy County Administrator for Public Works  
Diane Frisch, Director, Attractions and Tourism

# ATTACHMENT 1



# Board of Supervisors Memorandum

September 15, 2020

## Termination of Old Tucson Lease

### Background

In my September 8, 2020 Memorandum (attached), I shared with the Board the pending closure of Old Tucson Studios and indicated that this item would be brought to the Board of Supervisors on the September 15 Addendum Agenda.

As noted in the September 8, Memorandum, Old Tucson Studios has weathered wars, changes in State laws, financial downturns, fires and natural disasters. A decline in overall profitability began with the fire in 1995 that destroyed many of the structures and contents coupled with significant rebuild obligations, changes in how movies were produced and financed. The Great Recession and changes in State Laws that have impacted attractions like Old Tucson have added substantial challenges. The COVID -19 Pandemic and the inability to host crowd-based events like the annual *Nightfall*, have become the final hurdle that Old Tucson Studios could not clear.

Operating under a lease originally entered into in 1973 with the predecessors of the current company, Old Tucson Company (OTC), Old Tucson Studios utilizes up to 180 acres within 360 acres of land leased from Pima County, adjacent to the Tucson Mountains and close to the Saguaro National Park.

### Recommendation

While the lease is scheduled to expire December 31, 2023, Pima County recognizes the negative impact that an empty and unused property could have on the nearby natural desert landscape. Therefore, it is in the best interest of Pima County, as the ultimate caretaker of the property, to protect and preserve the land as well as building improvements and infrastructure. I recommend the Board of Supervisors terminate the lease with the Old Tucson Company (Contract 04-00-0-100206-0123), effective September 15, 2020.

Sincerely,

A handwritten signature in black ink, appearing to read "C. Huckelberry", written over a large, sweeping flourish that extends to the right.

C.H. Huckelberry  
County Administrator

CHH/mp – September 9, 2020

c: Jan Leshar, Chief Deputy County Administrator  
Carmine DeBonis, Deputy County Administrator for Public Works  
Francisco García, MD, MPH, Deputy County Administrator & Chief Medical Officer,  
Health and Community Services



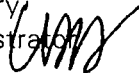
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# MEMORANDUM

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Date: September 8, 2020

To: The Honorable Chairman and Members  
Pima County Board of Supervisors

From: C.H. Huckelberry  
County Administrator 

Re: **Old Tucson**

Since 1939, with Universal Studios filming of the movie *Arizona*, Old Tucson has been a landmark in Pima County and the site at which more than 400 movies and commercial videos have been filmed. Known by the slogan, "*Old Tucson is just ten miles and more than 100 years from downtown!*", several generations of area residents and visitors from around the world have enjoyed touring the movie studio and western theme park and attended special events since it opened to the public 60 years ago.

Over the decades, Old Tucson has weathered wars, changes in State laws, financial downturns, fires and natural disasters. A decline in overall profitability began with the fire in 1995 that destroyed many of the structures and contents coupled with significant rebuild obligations and changes in how movies were produced and financed. The Great Recession and changes in State Laws that have impacted attractions like Old Tucson have added substantial challenges. The COVID-19 Pandemic and the inability to host crowd-based events like the annual *Nightfall*, have become the final hurdle that Old Tucson Studios could not clear.

Operating under a lease originally entered into in 1973 with the predecessors of the current company, Old Tucson Company (OTC), Old Tucson utilizes up to 180 acres within 360 acres of land leased from Pima County, within the Tucson Mountain Park and close to Saguaro National Park. While the lease is scheduled to expire December 31, 2023, Pima County recognizes the negative impact that an empty and unused property could have on the nearby natural desert landscape as well as protection of the fixed assets of Old Tucson that belong to Pima County. Understanding, therefore, that it is in the best interest of Pima County, as the ultimate caretaker of the property, to protect and preserve the land, I propose the termination and release of OTC from the Old Tucson lease and Pima County assumption of control effective Monday, September 14, 2020.

To ensure the safety of the property, the County will provide needed utilities, insurance and staffing to maintain minimal security 24 hours a day, seven days a week and management activities to ensure needed utilities and infrastructure do not deteriorate.

The Honorable Chairman and Members, Pima County Board of Supervisors  
Re: Old Tucson  
September 8, 2020  
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Pima County will establish a Task Force to consider how the property might be repurposed with the goal of having an operator in place within the next six to eight months. The Task Force will include representatives of cultural and natural resource agencies and will make recommendations about what kind of a leisure, natural and/or cultural attraction might successfully operate at this location.

I believe that a beneficial public use of the property will be found that respects both the history and natural environment of the property. An agenda item will be placed on the September 15, 2020 Addendum Agenda requesting formal approval by the Board of Supervisors of the lease termination.

It is important to note and respectfully acknowledge the decades of commitment to the unique heritage to the facility and the Tucson Mountain Park made by the Old Tucson Corporation. Their stewardship allowed the world to enjoy a landmark attraction yet maintained the historic and cultural integrity of the land for the people of the Pima County.

CHH/anc

c: Jan Leshar, Chief Deputy County Administrator  
Diane Frisch, Director, Attractions and Tourism

# ATTACHMENT 2



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# MEMORANDUM

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Date: October 15, 2020

To: The Honorable Chairman and Members  
Pima County Board of Supervisors

From: C.H. Huckelberry *CHH*  
County Administrator

Re: **Update on the Old Tucson Task Force**

As I previously indicated, at my direction the County has established an internal as well as external subject matter expert task force to consider future use options associated with Old Tucson. This task force is considered a working group designed to vet and establish reasonable and desired future use alternatives for Old Tucson. Once the task force has completed its work, their recommendations and findings will be forwarded to the Board of Supervisors for further discussion and action.

The County will video record all of the meetings, which will be posted on the Attractions and Tourism webpage.

If you have any questions on this subject, please contact me.

CHH/anc

c: Jan Leshner, Chief Deputy County Administrator  
Diane Frisch, Director, Attractions and Tourism



# ATTACHMENT 3



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# MEMORANDUM

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Date: April 7, 2021

To: The Honorable Chair and Members  
Pima County Board of Supervisors

From: C.H. Huckelberry  
County Administrator

A handwritten signature in black ink, appearing to read "CH", is written over the printed name "C.H. Huckelberry".

Re: **Old Tucson Studios Update**

My memorandum of September 8, 2020 reported that while Old Tucson Studios had weathered numerous events including changes in State laws, financial downturns, fires and natural disasters, the COVID-19 Pandemic and the inability to host crowd-based events like the annual *Nightfall*, have become the final hurdle that Old Tucson Studios could not clear. The Board of Supervisors approved the termination of the lease with the Old Tucson Company, effective September 14, 2020.

As the ultimate caretaker of the property, Pima County has provided needed utilities, insurance and staffing to maintain minimal security 24 hours a day, seven days a week and ensure needed utilities and infrastructure do not deteriorate.

A 14-member Task Force that included representatives of cultural and natural resource agencies was established to consider how the property might be repurposed. The Task Force held public meetings and made recommendations about what kind of la leisure, natural and/or cultural attraction might successfully operate at this location. In addition, a feedback form was activated that allowed for public comments and input related to the property.

These recommendations were incorporated into a Solicitation For Qualifications (SFQ) (Attachment A) that was released in November 2020. In addition to being published in the Daily Territorial, the Arizona Daily Star, and advertised by Indiewire, a notice of the SFQ was emailed to 114 individuals, corporations or entities that had either expressed an interest in being notified of the process or had been identified by staff as possible operators or interested parties. In addition, members of the Task Force also sent the published SFQ to persons they had identified as interested.

On January 6, 2021, two companies responded to the SFQ. A seven-member Evaluation Committee, consisting of four Pima County employees and three members of the public working with two additional Subcommittees on Finance and Sustainability, scored the responses. Both respondents were interviewed by the Evaluation Committee, and on March 25, 2021 one respondent was invited to participate in Step 2, the Request for Proposals (RFP). A site visit has been scheduled in the next 30 days. Following the site visit, it is estimated the RFP will be released the week of April 19<sup>th</sup>, 2021. The response to the RFP will be tentatively scheduled for May 7<sup>th</sup>; the current timeline calls for the Board of Supervisors to review and take action on the new lease at the July 6<sup>th</sup> meeting.

The Honorable Chair and Members, Pima County Board of Supervisors

Re: **Old Tucson Studios Update**

April 7, 2021

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To ensure a timely, safe and productive transition, some staff of Old Tucson Studios has remained on site, and the corporation, (who has ownership of personal property that remains on the site) has had access to the property to show their personal property on almost a daily basis to interested individuals. Individuals visiting the property were under Pima County COVID rules and masked and escorted at all times.

Over 400 comments, phone calls and emails have been logged with questions, input or suggestions on the future of Old Tucson. These comments were shared with the Evaluation Committee in a discussion prior to the SFQ closure.

Some of the parties interested in the SFQ did not enter a proposal because they were looking for a turn-key venue, wanted to outright buy the property or felt the venture was outside of their expertise.

I remain confident that Pima County will successfully identify a beneficial use of the property that respects both the history and natural environment of the property.

CHH/mp

c: Jan Leshner, Chief Deputy County Administrator  
Carmine DeBonis, Jr., Deputy County Administrator for Public Works  
Chris Cawein, Director Natural Resources Parks and Recreation  
Diane Frisch, Director, Attractions and Tourism

# ATTACHMENT A



# **SOLICITATION FOR QUALIFICATIONS**

**ATTRactions OPERATOR**  
**Property fka Old Tucson Studios**

**TUCSON, ARIZONA**

**December 16, 2020**

**Pima County Procurement Department  
Design & Construction Division  
150 West Congress Street, Fifth Floor  
Tucson, Arizona 85701  
(520) 724-3727 / Fax (520) 724-4434**

**SFQ-PO-2100008**

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## NOTICE OF SOLICITATION FOR QUALIFICATIONS

**SFQ-PO-2100008**

### **ATTRACTIONS OPERATOR Property fka Old Tucson Studios**

Pima County ("County"), is seeking Statements of Qualifications ("SOQ") for an experienced Attractions Operator ("Operator") to rehabilitate/develop, repair, manage, operate and maintain the Property fka Old Tucson Studios (the "Attraction") located in Tucson, Arizona in a manner consistent with the County vision. The initial term of the proposed agreement will be for a period of up to 25 years and may be extended for an additional 25 years.

The issuance of this SFQ is the first step in a two-step procurement process being conducted pursuant to A.R.S. §§ 11-932 and 11-933(A) (Enabling Law). Only those firms that respond to this SFQ and are short-listed by the Evaluation Committee in accordance with the requirements of this SFQ (Step 1), will be issued a Request for Proposal (RFP) and invited to submit a proposal in response to the RFP (Step 2). Up to three (3) firms will be short-listed as eligible to participate in the RFP Stage of this procurement.

The technical requirements for the Attraction will be presented in the RFP. The presentation of technical requirements in this SFQ is for general understanding only, and is not necessarily indicative of RFP requirements.

#### **Minimum Qualifications**

The Respondent must have experience as the principal operator of at least one (1) successful park or ticketed tourist attraction of similar size and scope to the proposed project of this SFQ or a partnership with an organization who has previous experience.

County reserves the right to reject any and all qualification statements or withhold the award for any reason.

**SOLICITATION DOWNLOAD:** <https://vendors.pima.gov/>

**REFERENCE DOCUMENT WEBSITE:** [www.pima.gov/OTS](http://www.pima.gov/OTS)

**SOQ DUE DATE/TIME:** **February 12, 2021 at or before 4:00 PM Local Tucson Time**

**LOCATION:** Procurement Department, 150 W. Congress Street, 5<sup>th</sup> Floor, Tucson, AZ

**PRE-SUBMITTAL MEETING:** **January 13, 2021, 10:00 AM Local Tucson Time**

**MICROSOFT TEAMS LINK:** Microsoft Teams Meeting

[Click here to join the meeting](#)

[+1 213-279-1657](tel:+12132791657) United States, Los Angeles

Conference ID: 529 906 345#

[Local numbers](#) | [Reset PIN](#) | [Learn more about Teams](#) | [Meeting options](#)

**DIRECT QUESTIONS IN WRITING TO:** Matthew Sage, CPPB; Procurement Officer

Fax: 520-724-4434 / E-mail: [Matthew.Sage@pima.gov](mailto:Matthew.Sage@pima.gov)

**PUBLISH:** **The Daily Territorial: December 16, 17, 18, and 21, 2020**

**Arizona Daily Star: December 16, 2020 and December 30, 2020**

**Other Journals and Publications**

Pima County One Stop often has design professional and administrative staff, managers, and experienced construction supervisors and workers available for immediate hire. Call (520) 243-6700 or contact One Stop at <http://webcms.pima.gov/cms/one.aspx?portalId=169&pageId=28947>

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## **SECTION 1 – INTRODUCTION**

### **1.1 Statement of Purpose**

Pima County (“County”), is seeking Statements of Qualifications (“SOQ”) for an experienced Attractions Operator (“Operator”) to rehabilitate, repair, manage, operate and maintain the property fka Old Tucson Studios (the “Attraction”) located in Tucson, Arizona in a manner consistent with the County vision. The site includes 149.7094 acres of land where all the current buildings and improvements are located (the Developed Area), and 179.349 acres of land outside the Developed Area previously used periodically as needed by the previous tenant for filming motion pictures, television, or related theatrical productions with restrictions (the “Native Area”).

County’s vision is to incentivize, through 25 year Operating Lease Agreement with the option to renew for up to 25 additional years, the development and operation of the Attraction to provide certain public recreational components that will be operated in a manner, and with use fees, for use by the general public. County envisions a vacation destination that will attract families and companies from outside the community as well as an entertainment and recreational destination providing refreshing new opportunities for local residents. The intention is to provide flexible uses that promote unique economic development outcomes compatible with the neighboring area while honoring the history of the Attraction. Concepts may include a visitor’s center, boutique hotel, restaurants, and activities such as glamping, camping (with or without equestrian use), with retail and entertainment activities.

Qualified Respondents must propose specific uses and layouts, phasing of development with a detail schedule, financing methodologies, revenue sharing potential, and operational business plans for the various components of the Attraction. The experience, previous success, and financial capability of the Operator and its sub-partners (including, but not limited to developer(s)) will be of paramount importance, as well as the quality and feasibility of the proposed development and/or lease structure.

In soliciting proposals, the County is seeking the private operation and development of the Attraction. To enable the development, the County will ground lease the Attraction to the selected Operator for an initial term of not to exceed 25 years with an option to renew for an additional 25-year term. At the conclusion of the ground lease, the lease will terminate and the Attraction and all improvements on the site will revert to the County. The County will not participate in the private development of the Attraction beyond providing the ground lease of the property and no proposals will be accepted that require any further participation by the County in the development of the Attraction or in any financing associated with the development. Specifically, the County will not participate in any financing that entails the leasing back of the Attraction and any improvements by the County, the use of the County’s credit directly or indirectly in any way, or any other approach that entails payments, liabilities or use of the County’s credit.

The intent of this SFQ is to gather the best and economical concepts from parties interested in taking on this unique responsibility to operate the Attraction and complementary tourism activities in accordance with the requirements of this SFQ and the subsequent RFP. Any conceptual ideas submitted will be thoroughly discussed and authorized by the County before implementation. While the specifications and statements made in this SFQ are meant to guide Respondents’ thoughts towards appropriate, nature-related activities that fit within the historical and natural context of the Attraction and the surrounding Tucson Mountain Park, it is not our intent to limit those ideas to a preconceived concept. We want the responses to this SFQ to answer the question, “If you owned this property, how would you develop a tourism attraction that both respected and celebrated the history, culture, and nature of the Attraction and preserved the natural and cultural resources located there for generations to come?” The SOQs will be evaluated on a number of categories enumerated in Section 4 Evaluation Criteria and Scoring, but perhaps the most important factor will be your overall vision for what this attraction could be. We encourage Respondents to “dream big”, and let the details develop during the RFP Stage after the short-list is selected.



## 1.2 Glossary.

Unless otherwise defined in this SFQ, all capitalized words, abbreviations, and terms used herein shall have the meanings set forth in this SFQ.

### 1.2.1 Definition of Terms

The following terms are used in this document:

<b>Acceptance</b>	The RFP will establish the criteria for Acceptance by County, which shall include, but not be limited to, successful lease of the Attraction.
<b>Clarification</b>	Limited exchange with a Respondent to resolve minor or clerical errors in an SOQ or to clarify certain aspects of the SOQ such as the relevance of past performance information or adverse past performance information regarding which the Respondent has not had the opportunity to respond.
<b>Communications Protocol</b>	The communications protocol for this competitive procurement process, as discussed in Section 3.3 and set forth in Attachment 1.
<b>Company</b>	The Selected Proposer with whom County enters into a Lease of the Attraction. The term "Company" is used to refer to the Selected Proposer after approval and execution of the Lease.
<b>County</b>	Pima County, Arizona.
<b>Enabling Law</b>	A.R.S. §§ 11-932 and 11-933(A)
<b>Evaluation Committee</b>	The committee established by County and responsible for evaluating the SOQs, short-listing Respondents and subsequently evaluating Proposals and determining the Selected Proposer.
<b>Final Technical Proposal</b>	The Proposer's response to the technical and other non-price elements of the RFP, which shall include the Proposer's technical design details and management approach for development and operation of the Attraction. The Final Technical Proposal will be submitted separately from the Price Proposal in a separate envelope or box so marked.
<b>Guaranty Agreement</b>	The contract between County and the Guarantor in which the Guarantor irrevocably and unconditionally guarantees to County the Company's payment and performance obligations under the Lease. A form of the Guaranty Agreement will be included in the RFP.
<b>Operator</b>	Through a Lease Agreement, the Operator is responsible for the development, management, operation and maintenance of the Developed Area and the future development of the Native Area. This would include, but is not limited to, infrastructure and utilities planning, site preparation,

environmental engineering and remediation, the identification of uses and users, and the potential building of product for users. The Operator is responsible for managing the development and disposition of sites from planning to final buildout, overseeing site preparation and infrastructure development, financing, marketing, and asset management. The Operator and County will delineate their roles, relationship, and responsibilities in an appropriate written Operating Agreement.

<b>Preliminary Technical Proposal</b>	The Proposer's preliminary response to the technical and other non-price elements of the RFP, including comments on the draft Lease, which will be the subject of discussions between the Proposer and County.
<b>Procurement Officer</b>	The individual designated in Section 3.3 who will serve as County's point of contact for all communications concerning this SFQ.
<b>Attraction</b>	Property, fka Old Tucson Studios
<b>Developed Area</b>	149.7094 acres of land where all buildings and improvements are located.
<b>Native Area</b>	179.349 acres of land outside the Developed Area previously used periodically as needed by the previous tenant for filming motion pictures, television, or related theatrical productions with restrictions.
<b>Guarantor</b>	The entity that will irrevocably and unconditionally guarantee to County the Company's payment and performance obligations under the Lease. The Guarantor may be either the Company or the entity that will execute the Guaranty Agreement.
<b>Proposal</b>	The documents submitted by a Proposer in response to the RFP, which consists of the Final Technical Proposal and Price Proposal.
<b>Proposers</b>	Short-listed Respondents who submit a Proposal in response to the RFP.
<b>Respondent</b>	The individual firm(s), partnership(s), corporation(s), joint venture or combination thereof, submitting an SOQ for the operation of the Attraction.
<b>RFP Evaluation Criteria</b>	Criteria and standards, which constitute the basis for evaluating and scoring Proposals. RFP Evaluation Criteria will be defined in the RFP.
<b>SFQ Evaluation Criteria</b>	Criteria and standards set forth in Section 4 of this SFQ, which constitute the basis for the Evaluation Committee's evaluation of the SOQs and determination of the Short-listed Respondents.

**Selected Proposer**

The Proposer receiving the highest score under the RFP Evaluation Criteria and which is recommended by County.

**Short-listed Respondents**

Those Respondents deemed to be the most qualified by the Evaluation Committee based on the SFQ Evaluation Criteria.

### 1.3 Procurement Process Overview

The issuance of this SFQ is the first step in a two-step procurement process being conducted by the County. This SFQ invites Respondents to submit SOQs describing in detail their technical and financial qualifications to perform the requested Services. **ONLY THOSE FIRMS THAT RESPOND TO THIS SFQ AND ARE SHORT-LISTED BY THE EVALUATION COMMITTEE IN ACCORDANCE WITH THE REQUIREMENTS OF THIS SFQ (STEP 1), WILL BE ISSUED A REQUEST FOR PROPOSAL (RFP) AND INVITED TO SUBMIT A PROPOSAL IN RESPONSE TO THE RFP (STEP 2). UP TO THREE (3) FIRMS WILL BE SHORT-LISTED AS ELIGIBLE TO PARTICIPATE IN THE RFP STAGE OF THIS PROCUREMENT.**

The technical requirements for the Attraction will be presented in the RFP. The presentation of technical requirements in this SFQ is for general understanding only, and is not necessarily indicative of RFP requirements. In the event of a tie or ties, committee consensus may be used to determine final award.

County will conduct the following steps for this procurement:

- SFQ process
  - The SFQ process is detailed in Section 3 – Procurement General Information, 3.9 SFQ Consultant Shortlist Process
- RFP Process issued to Short-listed Respondents
  - In response to the RFP, Proposers will first submit Preliminary Technical Proposals. Following the submittal of Preliminary Technical Proposals, the Evaluation Committee may conduct discussions with each Proposer concerning the Preliminary Technical Proposals.
  - RFP Proposal Evaluation
    - Final Technical Proposals and Price Proposals received in response to the RFP will be evaluated and scored using the RFP Evaluation Criteria and scoring method that will be included in the RFP.
    - In applying the scoring method, the Evaluation Committee will first evaluate the Final Technical Proposals, and only after evaluating and scoring the Final Technical Proposals will the Price Proposals be opened, evaluated and scored. With respect to the assessment of the Proposer's financial capacity during the proposal evaluation phase of the procurement, this assessment will focus on whether the Proposer has experienced a material decline in financial strength during the period after short-listing of Respondents and the submittal of proposals. The Selected Proposer will be the Proposer receiving the highest score under the RFP Evaluation Criteria and the scoring method defined in the RFP.
- Selection Schedule
  - The following represents anticipated milestone dates for the selection. Any known conflicts with the dates such as observed holidays, scheduled vacations, trade seminars, etc. that could interfere with your participation in the selection should be made known to the Procurement Officer immediately.

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Pre-Submittal Meeting:	January 13, 2021 at 10:00 AM
Comments/Question Deadline:	January 29, 2021
Due Date Statements of Qualifications:	February 12, 2021 at 4:00 p.m.
Interview Notification:	Tentatively, week of March 8, 2021
Interviews:	Tentatively, week of March 22, 2021
Shortlist Notification:	Tentatively, week of March 22, 2021
RFP issue with draft Lease:	Tentatively, week of March 29, 2021
Lease Execution:	Tentatively July 2021
Notice to Proceed:	Tentatively August 2021

**End of Section 1 – Introduction**

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## **SECTION 2 – PROJECT SPECIFIC INFORMATION**

### **2.1 Background**

On September 14, 2020, County assumed control of the Attraction which had been operated as a movie studio and theme park for over 60 years. In recent years, the property was leased to the Old Tucson Corporation. The entire development is a total of approximately 330 acres of which approximately 150 acres contains improvements.

The Attraction is situated within Tucson Mountain Park (“TMP”) which was established April 1929. At approximately 20,000 acres, TMP is one of the largest natural resource areas owned and managed by a local government in the United States. TMP has approximately 62 miles of non-motorized shared-use trails (See TMP Trail Map, Attachment 5). TMP’s trails are open to hikers, equestrians, and mountain bikers and provide a wide range of outstanding experiences, including technical challenges, and breathtaking views. Gates Pass overlook includes interpretive displays and historic structures. Picnicking and wildlife viewing opportunities are located throughout TMP. The Attraction site is located on Kinney Road, a designated two-lane scenic route that has parking pullouts and access to some adjacent trails within TMP. Kinney Road connects to Ajo Road (State Route 86) to the South, Sandario Road to the Northwest, and Gates Pass to St. Mary’s (to I-10 and Downtown Tucson) or Speedway Boulevard (to I-10 and the University of Arizona).

Less than two miles from the Attraction located on the west side of the Tucson Mountains within TMP is Gilbert Ray Campground. The campground has 130 RV sites with individual 30-amp electric hook-ups and 5 sites that are designated tent only. It has centrally located water, picnic tables, modern restrooms with handicap bathrooms, and an RV dumping station. Shower facilities are not available. (See location map in reference documents)

Also within close proximity (3 miles) is the Arizona Sonora Desert Museum, Saguaro National Park Tucson Mountain District and Gates Pass Overlook. Within a twenty-minute drive time, there are additional landmarks such as the J.W. Marriott Starr Pass Resort and Golf Course, the Casino del Sol, Ryan Airfield, the Tucson Spectrum Mall, San Xavier del Bac Mission, and Kino Sports Complex. Just over 20 minutes is Downtown Tucson, the Desert Diamond Casino, the Tucson International Airport and the University of Arizona.

Links to relevant tourism or economic development information pertinent to the local Pima County Region can be found in Attachment 2 – Reference Documents.

### **2.2 Community Profile and Background Information**

Between 1939 and 1959, Pima County leased a small portion of TMP to various movie companies for filming purposes. The film industry, brought in a considerable amount of revenue to Southern Arizona where the unique landscape and sunny weather drew attention in the film industry.

Pima County encouraged Hollywood and 23, mostly western movies, were produced within this area of TMP and many of the movie companies would reuse the structures that had been left behind by the previous company and construct new structures as needed. At the time, all of the structures were classified as “temporary”; therefore, local codes were not applicable.

In 1959 Mr. Robert, “Bob” Shelton entered into a long term agreement with Pima County to lease approximately 360-acres of TMP for the purpose of constructing a permanent movie location. In turn, Mr. Shelton would pay for operation of the leased property and would be responsible for any new additions as well as provide the necessary maintenance at the property.

In 1985, Mr. Shelton sold his personal collection of property and rights to the lease agreement with Pima County to another lease holder. At that time, attendance to the western theme park was estimated between 500,000-600,000 annually and the attraction was open to the public 360 days per year.

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In April of 1995 the historic Old Tucson fire destroyed a number of former movie sets including the 13,000 square foot “Sound Stage” built in 1966. The stage was not rebuilt. With changing film tastes, westerns dropped in attendance at both the box office and at Old Tucson.

All permanent facilities belong to Pima County and are included as described in the SFQ. Inventory, costumes, merchandise, false fronts temporary buildings, and Conex boxes belong to the previous lease holder. A detailed inventory will be provided to the selected Respondents in Step 2 – RFP.

TMP has been preserved by the people of Pima County for its scenic beauty, its history, and the flora, fauna, and cultural resources found within. These resources are to be left unimpaired for the enjoyment of future generations. Proposer is encouraged to consider opportunities to advance the conservation, education and appreciation of the broader historic, cultural, and natural resources of TMP through the activities within the Attraction. Pima County recognizes that commercial operation of the Attraction can be supportive of the overall TMP mission, when it is based on financially sound operations and responsible development.

### **2.3 Overview / Development Goals / Scope of Services**

The goals for the Attraction operation are divided into two (2) categories: Community and Economic Goals. These goals will be used to evaluate the benefit of the agreement to the region within these categories. The goals are identified below:

#### Community Goals

- Integrate Healthy Community principles and support outdoor recreation activities
- Pedestrian, bicycle and equestrian friendly
- Serve as an informational access center incorporating elements that act as a launch point to other similar sites within the region
- Protect, educate and showcase the unique Sonoran Desert environment within TMP by developing with a low impact, sustainable approach
- Continue to support and grow film industry opportunities within the region
- Build upon the rich history of the Attraction site and TMP
- Considering access to the site, creating not just a tourist attraction but a location where locals would be regular attendees for support services, including but not limited to restaurant, retail, entertainment, and outdoor recreation opportunities
- Incorporation of activities with other regional interests such as but not limited to astronomy, gastronomy, gem and minerals, hiking, equestrian, or other regionally important elements.

#### Economic Goals

- Stimulate and expand economic and development opportunities
- Create a balanced mixed-use attraction that supports activities consistent with uses within TMP and honors the historic use for the film industry.
- Generate adequate attractions/uses within the business plan to create a sustainable and viable attraction site within the Pima County region.
- Cooperate/collaborate with regional partners and stakeholders (e.g. Visit Tucson, Sun Corridor Inc., The National Parks System, The Arizona Sonoran Desert Museum, The University of Arizona and key non-profits or interested parties relating to potential activities within the Attraction.
- Leverage the UNESCO City of Gastronomy designation within the site.

## 2.4 Attraction and Old Tucson Studios Demographics

The Attraction is owned by County and is located West of Interstate 10 in Tucson and is situated within Tucson Mountain Park. The Operator may use all or a portion of the developed and undeveloped site for the development and operation of the Attraction. Site Maps are included in Attachment 2.

County owns the Attraction and is willing to consider a lease to the Selected Operator. The Selected Operator, in accordance with the Lease, may retain ownership, during the term of the Lease, of improvements, equipment, supplies and materials furnished by the Operator. Upon termination of the Lease term, any improvements will be handled in accordance with the Lease requirements.

County's preference is that day-to-day operations be coordinated through the County to ensure the entire Attraction operates cohesively. The Respondent should propose how they would achieve and maintain this coordination in a sustainable fashion. The Respondent's operation plan should detail how they will provide a public use benefit component.

Provided below are attendance numbers for Old Tucson Studios:

Year	Attendance
2019	176,231
2018	169,073
2017	169,567
2016	161,541
2015	161,790
2014	144,800
2013	141,469
2012	137,547
2011	151,124
2010	155,321

## 2.5 Cultural Resources and Sustainability

The Attraction is located within the Tucson Mountain Park Historic District (CCPPHD or District), which was determined eligible, and is in final review, for listing on the National Register of Historic Places. The significance of the District resonates from the union of extraordinary geological, biological, ecological, archaeological, historic, and cultural resources all of which create a rare and unique environmental landscape and visitor experience. The Attraction is not identified as a contributing resource to the District, however, the Attraction may be individually eligible for listing for its national significance to western cinema.

The District and Attraction provide a unique opportunity to reify history through cultural experiences, including honoring the legacy of the Civilian Conservation Corps for which the District was nominated, as well as inclusion of a variety of interpretive exhibits commemorating the deep history of western cinema through the adaptive reuse of the few remaining historic buildings and structures located throughout the previously developed area. Thus the design of new recreation facilities and the adaptive reuse of existing facilities should make every attempt to incorporate the array of cultural resources values shared by living communities.

The Respondent shall consider the following in their Statement of Qualifications:

- Adaptive approved reuse of historic buildings and structures that are within the previously developed area is recommended. *(Note: structures that would be considered historic will be specifically identified in Step 2 – RFP of the Solicitation. Not all structures will meet this threshold.)*
- Minimize exterior alterations to historic buildings and structures.
- Avoidance of all significant archaeological properties. If avoidance is not possible, the operator is financially responsible for all necessary mitigation expenses.

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- Newly constructed facilities/infrastructure should not detract from the overall feeling and association of the National Register property.
  - Thematically emphasize the authentic historical and natural qualities of TMP.
  - Development of innovative and interactive experiences that commemorate the deep history of western cinema in the Sonoran Desert is encouraged.
  - Development of cultural resources/oral history interpretation exhibits and visitor experiences is encouraged.

The Attraction is also within TMP, which has significant areas set aside for environmental conservation purposes via the Arizona Land and Water Trust. These conservation practices, in addition to the adjacent national park property result in unique environment that is only twenty minutes away from the Downtown Tucson. Additional site development will be allowable, but must be incorporated in a respectful and sustainable manner within the environmental fabric of the mountain region. The Attraction, being located in such a sparsely developed area and separated from urban Tucson by the Tucson Mountains has extremely low light pollution levels, consistent with our dark-sky ordinances. These environmental factors are all important to consider when determining potential uses that might fit within this important attractions site. Design and construction methodologies will also consider sustainable practices to reduce impacts to the natural conditions where possible.

## **2.6 Reference Documents**

Attachment 2 contains a listing of available reference documents. Respondents may access these documents at [www.pima.gov/OTS](http://www.pima.gov/OTS).

County makes no representation as to the accuracy or completeness of any of the information set forth in the reference documents. Respondents should recognize that County, through the solicitation process, seeks private-sector expertise in the operation and/or development of the Attraction.

## **End of Section 2 – Attraction-Specific Information**



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## **SECTION 3 – PROCUREMENT GENERAL INFORMATION**

- 3.1 CONFIDENTIALITY AND DISCLOSURE:** Responses to this SFQ shall be considered privileged communications as to technical, financial, and institutional Content until award of the Lease. Until that time, only the names of the firms on the short list may be disclosed Limited material may be disclosed after award of the Lease; after Lease execution, all material is publicly available. **Any material that you consider to be trade secret or proprietary must be clearly identified and marked. The County must agree with your claim of confidentiality before any material may be withheld from disclosure.**
- 3.2 INTENT TO RESPOND:** Firms that intend to submit SOQs should notify COUNTY as soon as possible of their intent by email to Matthew.Sage@pima.gov.
- 3.3 COMMUNICATIONS PROTOCOL:** County is committed to a fair and open process for interested parties to receive information about the Attraction and this competitive procurement. Due to the significant interest in this Solicitation, County has established the Communications Protocol set forth as Attachment 1. All Respondents shall comply with the Communications Protocol with respect to all communications relating to the Solicitation and this competitive procurement process. Failure to comply with the Communications Protocol may result in disqualification from participation in this competitive procurement process in the sole discretion of County.

As set forth in the Communications Protocol, all questions, requests for information and clarifications from interested parties, Respondents and their representatives shall be made in writing to the Procurement Officer at the following address:

Matthew Sage, CPPB – Procurement Officer  
Pima County Procurement Department, Design & Construction Division  
150 W. Congress, 5<sup>TH</sup> Floor  
Tucson, AZ 85701-1317  
[Matthew.Sage@pima.gov](mailto:Matthew.Sage@pima.gov)

- 3.4 CLARIFICATIONS / AMENDMENTS:** Any clarifications or interpretations of this SFQ that materially affect or change the scope or intent will be issued via amendment <https://vendors.pima.gov/>. Oral statements or clarifications shall be non-binding and without legal effect. The County will make an effort to notify Respondents of the posting of amendment(s); however, it cannot guarantee that every potential Respondent will be notified each time. Therefore, **it is the responsibility of all Respondents to check the Solicitation website periodically for Amendment(s) and to obtain this information in a timely manner.** Failure to include acknowledgment of all amendment(s) may be cause for rejection of the SOQ. **No oral interpretations shall be made to any Respondent as to the meaning of any of the solicitation documents, or be effective to modify any of the provisions of the solicitation documents. Oral interpretations of the solicitation documents are not binding on the County.**
- 3.5 ACCEPTANCE OF EVALUATION METHODOLGY:** By submitting its SOQ in response to this SFQ, Respondent acknowledges and accepts the evaluation process, the established criteria and associated point values, and that determination of the “most qualified” firm will require subjective judgments by County.
- 3.6 MICROSOFT TEAMS (MS TEAMS) PRE-SUBMITAL MEETING:** The date and time of a pre-submittal meeting, if applicable, is indicated on the Notice of Solicitation for Qualifications page of this document. The purpose of this meeting will be to clarify the contents of this SFQ in order to prevent any misunderstandings of County’s position. Any questions regarding this SFQ should be presented to County at this meeting. This facility is wheelchair accessible. Upon request, ten (10) working days prior to bid opening, a signer will be provided for the hearing impaired.

- 3.7 SUBMISSION OF QUALIFICATIONS:** County will receive and timestamp SOQs at the date, time and location described as follows, late submittals will NOT be accepted:

**February 12, 2021**  
**4:00 PM Tucson Local Time**  
**Pima County Procurement Department, Design & Construction Division**  
**150 W. Congress Street, 5<sup>th</sup> Floor**  
**Tucson, Arizona 85701**

- 3.8 SUBMITTAL:** Respondents shall submit one (1) hardcopy original, seven (7) hardcopies, and one (1) identical electronic copy on a CD or Flash Drive in a single document .pdf format of their SOQs as further described in the Required Submittal Information and Evaluation Criteria Section of this document. The submittal shall be delivered in a sealed envelope and clearly marked with the Firm Name, Name and Number of the SFQ, Due Date, and Time addressed to: Pima County Procurement Department, Design & Construction Division, Attn: Matthew Sage, CPPB; Procurement Officer, 150 W. Congress Street, 5<sup>th</sup> Floor, Tucson, AZ 85701.

SOQs received after the due date and time as noted on the Notice of Solicitation for Qualifications page of this document will be returned to the Respondent unopened. No late submittals of SOQs will be accepted. County will not acknowledge or receive SOQs that are delivered by facsimile (fax), or electronic mail (e-mail). Properly submitted SOQs will not be returned to Respondents. Failure to follow SFQ submittal guidelines and instructions shall result in SOQ rejection.

**3.9 SFQ CONSULTANT SHORTLIST PROCESS:**

- A. This SFQ is the first step in the procurement process for the selection of an Operator. To be eligible to submit a Proposal in response to the forthcoming RFP, a response must be received to this SFQ and the Respondent must be short-listed by County's Evaluation Committee and an RFP issued to the Short-listed Respondent. Only those Respondents that have been short-listed by the Evaluation Committee will be eligible to submit Proposals in response to the RFP. Submission of a SOQ responsive to the SFQ will require, among other things that the Respondent affirmatively declare its intention to participate in the RFP and Proposal process as outlined in Section 4. In addition, SOQs are required to comply with Section 5 of this SFQ.
- B. The evaluation of the SOQs shall be based on the requirements described in this SFQ. All properly submitted responsive SOQs will be evaluated and ranked according to the stated selection criteria and relative weight of the selection criteria by the selection committee.
- C. A "Selection Committee" will be comprised of Representatives from: Pima County Attractions and Tourism, Pima County Public Works Administration, Pima County Real Property, Pima County Natural Resources Parks & Recreation, Pima County Finance and Risk Management, professionals from the private sector. A Procurement Officer from the Pima County Procurement Department, Design & Construction Division will act as the non-scoring Chair of the selection committee. Respondents are cautioned that the 'point-of-contact' (listed in item 3.3 of this SFQ) is the only person that shall be contacted regarding this SFQ and SOQs. Any contact by the Respondent team members with any other individuals, including those from the Selection Committee and their organizations, may result in the Team's SOQ being declared non-responsive and not eligible for further consideration.
- D. This committee will evaluate initial SOQs based upon evaluation of the selection criteria and relative weight of the selection criteria published in this SFQ, conduct interviews with at least three (3) but no more than five (5) short-listed firms for which the interview selection criteria and weighting of the selection criteria which is found in Section 4 and will be communicated to interviewing firms in the interview notice. Based on the combined results of both the interview process and the evaluation of statements of qualifications submitted in response to the SFQ, the selection committee will recommend up to three (3) of the most qualified firms to continue to the RFP phase.

**3.10 SFQ SELECTION SCHEDULE:** The following represents anticipated milestone dates for the selection. Any known conflicts with the dates such as observed holidays, scheduled vacations, trade seminars, etc. that could interfere with participation in the selection should be made known to the Procurement Officer immediately.

Pre-Submittal Meeting:	January 13, 2021 at 10:00 a.m.
Comments/Question Deadline:	January 29, 2021
Due Date Statements of Qualifications:	February 12, 2021 at 4:00 p.m.
Interview Notification:	Tentatively, week of March 8, 2021
Interviews:	Tentatively, week of March 22, 2021
Shortlist Notification:	Tentatively, week of March 22, 2021

**3.11 EXPENSES OF THE RESPONDENTS.** County accepts no liability for the costs and expenses incurred by the Respondents in responding to this SFQ, the forthcoming RFP, responses to clarification requests and discussion meetings, and resubmittals, and any other activities included as part of this procurement process. Each Respondent that enters into the procurement process shall prepare the required materials and submittals at its own expense and with the express understanding that they cannot make any claims whatsoever for reimbursement from County or from any of its employees, advisors or representatives for the costs and expenses associated with the process, including, but not limited to, costs of preparation of the SOQ or Proposal, loss of anticipated profits, loss of opportunity or for any other loss, cost or expense.

**3.12 COUNTY'S RESERVATION OF RIGHTS:** County reserves the right to reject any and all SOQs and re-solicit for new SOQs, or to reject any and all proposals and temporarily or permanently abandon the SFQ. County makes no representations, written or oral, that it will enter into any form of agreement with any Respondent to this SFQ for any project and no such representation is intended or should be construed by the issuance of this SFQ.

**3.13 WAIVER OF CLAIMS:** Each Respondent in submitting an SOQ is deemed to have waived any claims for damage by reason of the selection of another submission and/or the rejection of said Respondent's submission.

**3.14 ELIGIBLE RESPONDENTS:** Only individual firms or lawfully formed business organizations may apply. (This does not preclude a Respondent from using consultants.) County will contract only with the individual firm or formal organization that submits an SOQ.

**3.15 JOINT VENTURES:** Respondents that submit a SOQ as a Joint Venture must include a copy of any Joint Venture Agreement at the time of submittal naming Pima County as a third party beneficiary of the Joint Venture Agreement. The SOQ must be executed by all of the Joint Venture participants or by one Joint Venture participant with a letter of authorization from the other Joint Venture participants. In the event the Joint Venture is the highest qualified Respondent and is ultimately awarded the Lease, the Joint Venture participants must form an entity, either an Arizona corporation, partnership, or other separate legal entity (a "Joint Venture Entity") with the Joint Venture Entity registered as a Vendor with Pima County, before execution of the Lease.

**3.16 SUSPENSION / DEBARMENT:** By submitting its SOQ in response to this SFQ, Respondent is certifying that neither it nor any of its principals are debarred or suspended or under consideration for suspension or debarment by any federal, state or local government or agency. If a Respondent is not able to so certify, the Respondent must submit a letter that identifies the agency involved and a contact and explains why Respondent is suspended or debarred or being considered for suspension or debarment.

The County Board of Supervisors or Procurement Director reserves the right to reject the SOQ of any persons or corporations who have previously defaulted on any Contract with Pima County or who have engaged in conduct that constitutes a cause for debarment or suspension as set forth in Pima County Code Chapter 11.28 and 11.32.

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- 3.17 PROTESTS:** An interested party may file a protest regarding any aspect of a solicitation, evaluation, or recommendation for award. Protests must be in accordance with the Pima County Procurement Code, Section 11.20.010.
- 3.18 PIMA COUNTY ONESTOP SYSTEM:** Pima County One Stop often has professional and administrative staff, managers, and experienced construction supervisors and workers available for immediate hire. They also assist in hiring workforce for the hospitality and entertainment entities. Call (520) 243-6700 or contact One Stop at <http://webcms.pima.gov/cms/one.aspx?portalId=169&pageId=18397>
- 3.19 VENDOR REGISTRATION:** County's internet-based vendor registration system is VSS (Vendor Self Service Portal). This system allows Vendors to create and maintain their own Vendor record online using a standard internet browser. The internet link for County's Vendor Registration is located on the Procurement Department website at [www.pima.gov/procure](http://www.pima.gov/procure). The selected Respondent must register in VSS.
- 3.20 NON-COLLUSION:** Each Respondent, by submitting an SOQ, is certifying that the Respondent has not, either directly or indirectly, entered into any agreement, participated in any collusion, or otherwise taken any action, in restraint of free and open competition in connection with this SFQ.

**End of Section 3 – Procurement General Information**

## **SECTION 4 –STATEMENT OF QUALIFICATIONS EVALUATION CRITERIA**

Respondents shall carefully read the information contained in the following criteria and submit a complete SOQ to all questions in Section 4 formatted as directed in Section 5. The following evaluation criteria will be used in the evaluation of firms. The response should address each item in the order presented below. Incomplete Qualifications will be considered non-responsive and subject to rejection. The evaluation of the qualifications will be based on the submissions received as required by Section 4 of this SFQ, correspondence with Respondent teams and personnel references and analysis of other publicly available information and information otherwise made available to County. Respondents shall submit all information in accordance with Section 4 and Section 5 of this SFQ. County, at its sole discretion, shall have the right to seek clarifications from each of the Respondents. County intends to review the SOQs for responsiveness to the requirements of this SFQ and to evaluate all responsive SOQs according to the following criteria and weighting:

<b>SECTION</b>	<b>TOTAL POINTS</b>
<b>Transmittal Letter</b>	<b>No Points</b>
<b>Respondent Team Qualifications</b>	<b>50 Points</b>
<b>Relevant Respondent Team Experience</b>	<b>75 Points</b>
<b>Respondent Team Project Delivery Approach</b>	<b>225 Points</b>
<b>Respondent Team Financial Qualifications</b>	<b>150 Points</b>
<b>Professionalism of SOQ</b>	<b>(up to negative 10 Points)</b>
<b>TOTAL AVAILABLE POINTS – SOQ</b>	<b>500 POINTS</b>
<b>Interviews</b>	<b>500 POINTS</b>

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## Transmittal Letter

Each SOQ must include one (1) fully executed SOQ Transmittal Letter (Attachment 3) from the Respondent acknowledging, among other things, that the Respondent has completely reviewed and understands and agrees to be bound by the requirements of this SFQ. The SOQ Transmittal Letter commits the Respondent, if short-listed, to submit a Proposal, in response to the RFP (Step 2), and shall further state that (a) all information and statements contained in the SOQ are current, correct and complete; (b) the SOQ is provided fairly, without collusion or fraud. Finally, the SOQ Transmittal Letter must contain a listing of all firms which are part of the Respondent's team and designate a contact person for all communications to and from County with respect to this procurement. The SOQ Transmittal Letter must also identify the Respondent's Guarantor.

The SOQ Transmittal Letter must be signed by a representative of the Respondent who is empowered to sign such material and to commit the Respondent to the obligations contained in the SOQ (the "Designated Signatory"). The Certificate of Authorization (Attachment 4 to the SOQ Transmittal Letter) attesting to such authorization must also be submitted with the SOQ Transmittal Letter. If the Respondent is a partnership, one or more of the general partners shall sign the SOQ. If the Respondent is a corporation, an authorized officer shall sign his or her name and indicate his or her title beneath the full corporate name. If the Respondent is a joint venture, each firm in the joint venture shall sign the SOQ Transmittal Letter and include a copy of the Joint Venture Agreement. Anyone signing the SOQ as agent must file with it legal evidence of his or her authority to execute such SOQ. The Designated Signatory shall sign all forms that require the signature of the Respondent.

Those members of the Respondent's team responsible for leading any design and construction services must be appropriately registered and licensed pursuant to Arizona Revised Statute Title 32, Chapter 1 and Title 32, Chapter 10, respectively.

## Minimum Qualifications

The Respondent must have experience as the principal operator of at least one (1) successful venue or park attraction of similar size and scope to the Attraction or a partnership with an organization who has previous experience.

### A. Respondent Team Qualifications (50 Points)

1. Include a description of the Respondent, i.e., the form of business structure (corporation, partnership, joint venture, etc.) that will serve as the contracting party (Operator / Lessee). **(5 Points)**
2. Provide the name and business address of each partner (including limited partners), officer, and stockholder (where applicable) who own five percent (5%) or more of the shares. Include a description of the type of entities that will operate the Attraction (e.g. corporation, LLC, joint venture, non-profit, etc.) and a list of other owners of interest that may provide equity to the ownership entities and the estimated percentage of ownership of each for any development opportunities proposed. **(5 Points)**
3. Describe, in graphic form (organization chart), the proposed Operating Team assignments, lines of authority and communication for all firms included in the Respondent's team. **(10 Points)**
4. Provide a brief description, background, and responsibility of each of the key team members that will be directly involved in operating the Property. At a minimum, the SOQ shall identify the parties that will undertake the roles for Operator, planning, significant partnerships including development partners, obtaining financing, and may include key team members relating to permits, design, construction, operation and maintenance (including all repair and replacement). For each key team member, include: **(20 Points)**

- a. Unique qualifications
  - b. Industry certifications and experience
  - c. Length of time practicing in profession
  - d. Licenses and certifications
  - e. Familiarity and experience with attraction and entertainment facilities
  - f. Specific vendors, hospitality chains or other key team members
5. Provide full resumes of key personnel in Appendix 1 (including, but not limited to, the following types of roles: Operator, Developer, Financial Partner(s), Program Manager, Planner, Design Manager, Construction Manager, Operations Manager, etc.). Resumes should not exceed two (2) pages.  
**(5 Points)**

(Note: the County intends to contractually obligate the Respondent to assign those named in the SOQ to the Attraction operation for duration of the Lease term. Changes may not be made without the County's written permission.)

6. Applicant's capacity and intent to proceed without delay if selected for this work. **(5 Points)**

#### **B. Relevant Respondent Team Experience (75 Points)**

1. Respondent must demonstrate successful experience with projects similar to that being undertaken and described in this SFQ, i.e. Operation/Development of a venue or park attraction, and/or hospitality/retail centers. Respondents should list all similar properties/projects completed in the last ten (10) years and provide a current reference for each property/project that includes a brief description, and contact information for the client for whom the Respondent performed the work. Failure to provide references or failure to list comparable properties/projects may be grounds for disqualification, at County's sole discretion. County reserves the right to contact provided references.  
**(10 Points)**
2. Select two (2) representative properties/projects from those listed above and provide the following information:
  - a. Name, description including final land use definition, parcel size, delivery method, and financing method
  - b. Public Partner or Client Contact Information
  - c. Information regarding attendance/revenue actuals and occupancy levels versus original business plan goals, or positive impacts on the tourism economy
  - d. Original project budget/final costs; planned completion date, actual completion date, planning / design duration; construction duration (phasing information if applicable).
  - e. Narrative regarding scope/schedule/budget variances between original concept and final product
  - f. Narrative of property/project highlighting utilization of individual strengths of team, innovative efforts, phasing, incorporation of value engineering or any other facets which highlights the qualifications of individuals proposed by the team.

Although these properties/projects may be located in the United States or abroad, emphasis shall be on experience in the United States. **(40 Points / 20 Points per Project)**

3. Demonstrate how the Return on Investment (ROI) and benefits to the local community were achieved in properties/projects identified in #2 above; discuss business decisions behind concepts and uses within the development and discuss outcomes. **(25 Points)**

#### **C. Team Project Delivery Approach (225 Points)**

1. Master Planning / Development Planning (50 Points)  
Referring to Section 2.4, please incorporate the Community and Economic Goals when discussing your approach to the following:

- a. Describe how your team's experience with designing, building, financing and operating/maintaining attractions have resulted in successful, fiscally viable, mixed-use tourist destinations. This should discuss the balance of sensitive environmental lands with attractions and entertainment facilities as well as how regionally historic facilities may be developed in conjunction with public recreational activities. **(10 Points)**
  - b. Describe experience in developing Master Plans related to attractions, entertainment, and recreational facilities, including visitor centers. Include team member expertise in planning, and discuss other similar facilities that have been successfully planned by the team. Demonstrate planned centers that have attracted local, regional, and national visitors and events. **(5 Points)**
  - c. It is critically important to understand not only this site, but also the neighboring community, TMP, and nearby development sites. Please describe how this operating plan will fit within the immediate surrounding neighborhoods, and the desert southwest. Discuss both opportunities and challenges that you would choose to incorporate into your approach. **(15 Points)**
  - d. Describe the anticipated timeline to implement your team's overall vision for the Attraction.. Include timeline information including planning, design/construction, and when elements within the site will be operational. If the site will have multiple attractions or facilities within it, please provide a general phasing timeline at each individual element level. **(20 Points)**
2. Design and Construction Experience (75 Points)  
Provide design and construction experience for the development and implementation of attraction and entertainment facilities serving the public and incorporating similar features based on Section 2 –Specific Information.
- a. Identify the team members responsible for key aspects of the design (i.e., architectural, structural, mechanical, process, instrumentation, QA/QC, etc.) and construction activities. For each key team member identified, provide the following: **(15 Points)**
    - i. Length of time with the firm
    - ii. Indicate current licenses and registrations.
    - iii. Design and/or construction experience in similar properties/projects, including attraction and entertainment facilities.
    - iv. Experience with innovative design or construction solutions for attraction and entertainment facilities, particularly in desert environments.
  - b. Demonstrate how the design and construction team lead will achieve a teamwork atmosphere while working on development of the Attraction. Include any information on past history of collaboration between the team members. Show how the team will communicate with emphasis on sharing of files/drawings, accountability and responsibilities. Describe in detail the team's approach to potential unforeseen issues during design and/or construction. **(20 Points)**
  - c. Who will be responsible for developing and maintaining the Cost Model and estimating throughout the Project? What methods and resources are used to develop the Cost Model? How will areas of work be estimated where the intent has been defined but the scope of work has not been documented? **(15 Points)**
  - d. How will you support the integration of sustainability and environmental sensitivity in your project plans? What opportunities do you see to create a multi-purpose attractions site without negatively impacting the current native Sonoran Desert environment within TMP?**(25 Points)**



3. Project Approach (100 Points)

- a. Describe your team's project management approach and team organization during planning, design and construction phase services. Describe systems used for planning, scheduling, estimating, and managing construction, including phasing of the overall site development. Briefly describe the firm's experience on quality control, dispute resolution, and safety management. **(10 Points)**
- b. Describe in detail your team's strategy for working with external stakeholders. For example, what specific strategies will be applied to coordinate/facilitate/encourage interagency involvement, utility coordination, drainage, access, etc.? What methodology will be used to evaluate the success and/or need to modify this strategy as necessary to assure the interaction is effective? **(10 Points)**
- c. Discuss how your firm will interact with the proposed team, stakeholders, County, and other interested parties as the Operator. Include how your firm will ensure sub-leasees or partners are responsive and stay on the track in terms of time, quality and cost. This development may include multiple contract approaches which is designed to be the most flexible for Respondents as possible. Please define how you will approach the operating agreement. **(20 Points)**
- d. Describe how your firm will partner to meet the challenges presented. Provide specific areas within the planning and financial process where you see opportunities and benefits. **(20 Points)**
- e. What impact will your approach have on the tourism economy? Define the impact on the local economy including job creation. If lodging is proposed, how many overnight stays will it generate in Pima County during the next ten (10) years? How did you arrive at these estimates? **(15 Points)**
- f. Identify the most critical elements within your vision. How will you balance the venue and park attraction(s) within the site to leverage both local users and tourists? **(15 Points)**
- g. Describe your approach specifically to the Operations and Maintenance of the facilities being proposed. Describe ability to provide adaptive reuse of historic building and structures that are within the previously developed area. **(10 Points)**

**D. Team Financial Questions (150 Points)**

**Preliminary Project Business Plan (125 Points)**

Respondents shall submit with their SOQ a Preliminary Project five (5) year Business Plan ("Plan"). This Plan should demonstrate the Respondent's business and financial resources to meet the community and economic goals as stated in Section 2 County will evaluate the Plan and economic benefits that will accrue to County.

Proposers shall include a specific description of the financing plan for the development including all proposed sources and uses of funds for the proposed development, the expected cost of capital (i.e. borrowing rate, return on capital, etc.) for each element of the financing plan and evidence of the viability of the financing plan. Proposers should indicate the dollar amount of equity being proposed as part of the development plan financing including the form and source of such equity, the amount of such equity and a specific explanation of exactly how the equity will be used and repaid.

The Selection Committee will evaluate the Preliminary Project Plan of the submittal based on the following criteria:

1. Business Plan (100 points)
  - a. Market analysis and plan (25 points)
  - b. Operating budget, including all anticipated revenue sources and projected income, and all operating expenses (25 points)
  - c. Capital improvement plan, including method of funding (20 points)
  - d. Proposed fee schedule. (15 points)
  - e. Projected analysis of economic impact as well as its activities on surrounding area (15 points)

2. Business Revenue Risk (25 points)
  - a. Have the business partners planned for long-term success? (15 points)
  - b. Is the Project sustainable over the long term? (10 points)

**Financial Statements: Capital; financing commitments (25 Points)**

Each Respondent shall furnish the financial information requested below. If a consortium, a joint venture, or a partnership submits an SOQ, the SOQ shall identify the parties and relationships and each participating firm of such consortium, joint venture, or partnership and shall provide full disclosure information regarding their financial strength as specified in this subsection.

1. Financial Commitments (10 points)

Provide a statement by an authorized officer of the Respondent indicating the Respondent:

- has sufficient capital funds available to it (though financing arrangements or otherwise) to renovate, maintain and construct the Attraction as set forth in the Proposal;
- is not in default of any loans; and
- is not aware of any pending claim, lawsuit, or other matter that could adversely affect Respondent's financial or legal ability to perform under the terms of the Agreement. The highest scoring responsive and responsible Respondents selected for Step 2 – RFP, will be required as part of their response, submit copies of Proposer's financial statements for the last three (3) years, a current financial statement showing Respondent's net worth and current financial status, and showing any non-performing loans, Respondent's recourse debt, and any current projects with negative cash flows. If Respondent intends to borrow funds to finance the project, a letter of intent from a bank or other lending agency will also be required, indicating the maximum amount that will be loaned and the material terms including the interest rate and security. The letter of intent may be conditioned on award of the Agreement to Respondent. (Please note that Respondent will not be permitted to give any lender a security interest in the Attraction, though Respondent will be permitted to give a lender a security interest in Respondent's interest in the Lease).

2. Financial References (15 points / 5 points per reference)

Provide the names and contact information of three (3) financial references with whom the Respondent has done business in the last five (5) years who may be contacted by County for financial information about the Respondent. "Financial Credit Reference" form (Attachment 5) is to be completed by financial references providing services to the Respondent.

**Interviews/Discussions**

Interviews/Discussions will be held as provided in this SFQ. County shall establish a short-list of at least three (3) but no more than five (5) firms, to advance to interviews. Before interviews/discussions are held, firms selected will be provided with the selection criteria and relative weights of the selection criteria to be used in selection. The Respondent with the highest average of the interview and written score

Firm's selected for interviews should be prepared to present to the Evaluation Committee. The Procurement Department will provide additional details to the invited firms including date and time of the interview on or about fourteen (14) calendar days prior to interviews.

County will provide an agenda or outline in advance of the interview covering any additional requirements to be addressed by the invited firms.

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## **SECTION 5 – STATEMENT OF QUALIFICATIONS FORMAT**

### **5.1 GENERAL INSTRUCTIONS**

- 5.1.1 Qualifications shall be prepared SIMPLY AND ECONOMICALLY, providing a straightforward, CONCISE description of the Respondent's ability to meet the requirements of this SFQ. Emphasis shall be on the QUALITY, completeness, clarity of content, responsiveness to the requirements, and an understanding of County's needs.
- 5.1.2 Suggested page count for the Statements of Qualifications shall be **FORTY (40) PRINTED PAGES**.
- 5.1.2.1 The following do not count toward the suggested 40 page count: cover, Transmittal Letter, Certificate of Authorization, Financial Resource Data Form, Bank Credit References, Financial Inquiry Form, introductory letter, table of contents, divider sheets, and Joint Venture Agreement (if any) and any information requested in the Appendices listed below.
- 5.1.2.2 **Appendix '1'** may contain Resumes (preferably not more than two (2) page plus copies of Professional Registration(s) of key personnel, and any subconsultants who will perform these services.
- 5.1.3 All pages shall be printed on one side only. For typewritten pages, the minimum font size is 10 point. Black ink is preferred, but color may be used for specific emphasis.
- 5.1.4 Respondents shall carefully read the information contained in this SFQ and submit a complete response to all requirements and questions as directed. Incomplete Qualifications will be considered non-responsive and subject to rejection.
- 5.1.5 Qualifications and any other information submitted by Respondents in response to this SFQ shall become the property of the County.
- 5.1.6 Qualifications that are qualified with conditional clauses, alterations, items not called for in the SFQ documents, or irregularities of any kind are subject to rejection by the County, at its option.
- 5.1.7 County makes no representations of any kind that an award will be made as a result of this SFQ. County reserves the right to accept or reject any or all Qualifications, waive any informalities or minor technical inconsistencies, or delete any item/requirements from this SFQ when deemed to be in County's best interest.
- 5.1.8 Qualifications shall consist of answers to questions identified in Section 4 of the SFQ. It is not necessary to repeat the question in the Qualifications; however, it is essential to reference the question number with the corresponding answer.
- 5.1.9 Failure to comply with all requirements contained in this Request for Qualifications may result in the rejection of the Qualifications.

### **5.2 PAGE SIZE, BINDING, DIVIDERS, AND INDEX TABS:**

- 5.2.1 Qualifications shall be printed on letter-size (8-1/2" x 11") paper and assembled with comb or spiral-type bindings.
- 5.2.2 Additional attachments (**except for those placed in Appendix '1' and as requested by this SFQ**) shall NOT be included with the Qualifications. Only the responses provided by the Respondent to the questions identified in Section 4 of this SFQ will be used by the County for evaluation. **Additional pamphlets, brochures or other marketing material not labeled as answering a portion of the SFQ will not be considered for evaluation.**

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5.2.3 Separate and identify each criteria response to Section 4 of this SFQ by use of a divider sheet with an integral tab for ready reference.

**5.3. TABLE OF CONTENTS:**

5.3.1 Submittals should include a “Table of Contents” and give page numbers for each part the Qualifications.

**5.4 PAGINATION:**

5.4.1 Number all pages of the submittal sequentially using Arabic numerals (1, 2, 3, etc).

**End of Section 5 – Format for Statement of Qualifications**

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## **ATTACHMENT 1 – COMMUNICATIONS PROTOCOL**

### **INTRODUCTION**

This procurement is being conducted in accordance with A.R.S. §§ 11-932 and 11-933(A) and relevant provisions of the County Code. This Communications Protocol is intended to maintain the integrity of the procurement process and maximize the benefits of a fair and open competitive process by establishing guidelines for permitted communications related to the procurement. This Communications Protocol applies for the duration of the procurement process, including both the SFQ phase and the RFP phase that will be followed to establish an Operator. This Communications Protocol includes three components:

- A statement of Communication Objectives;
- An identification of Key Project Contacts;
- Guidelines on Project Information Accessibility.

### **COMMUNICATION OBJECTIVES**

County is committed to a fair and open competitive process that allows all interested parties reasonable and fair access to information about the procurement for the Project. In this context, County will work to:

- Achieve fair distribution and access to relevant information for interested parties;
- Avoid unfair “insider” information going to any firm, or the appearance of such;
- Provide regular information updates regarding the status of the Project; and
- Provide thorough, prompt responses, if warranted, to parties with questions or concerns related to the Project.

All interested parties, including the Respondents to the SFQ (Respondents) and the short-listed Respondents (Proposers) and any of their representatives, will be required to manage their communications in a manner consistent with this Communications Protocol. Failure to comply with this Communications Protocol may result in the disqualification of a Respondent or Proposer from the procurement process.

### **KEY PROJECT CONTACT**

County requires that all questions, requests for information and clarifications from interested parties, Respondents and Proposers and any of their representatives be made in writing directly to the Procurement Officer at the following address:

Matthew Sage, CPPB – Procurement Officer  
Pima County Procurement Department, Design & Construction Division  
150 West Congress, 5<sup>th</sup> Floor  
Mail Stop DT-AB3-126  
Tucson, Arizona 85701-1317

Comments, questions and requests for information may also be submitted via email or fax to:

[Matthew.Sage@pima.gov](mailto:Matthew.Sage@pima.gov)  
cc: [Terri.Spencer@pima.gov](mailto:Terri.Spencer@pima.gov)  
Fax: (520) 724-4434

Email is the preferred medium for these communications.

After publication of the SFQ, no interested party, Respondent or Proposer, including any of their representatives, may contact any County official, employee, or representative, or any consultant or other agent involved with this procurement other than the Procurement Officer concerning in any way this procurement.

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Respondents and Proposers are advised that only those communications directed through the Procurement Officer may be subject to the confidentiality provisions set forth in A.R.S. §§ 11-932 and 11-932(A).

### **PROJECT INFORMATION ACCESSIBILITY**

In order to ensure equal access to information and foster a professional competitive environment for the Project, County will develop and issue solicitation documents through the Vendor Self Service (VSS) Portal:

Vendor Self Service Portal – <https://vendors.pima.gov/>

These documents will provide interested parties with the information necessary to prepare responsive SOQs. County provides the following guide for firms wishing to acquire information on the Project:

#### **Written Documentation**

Procurement and reference documents relating to the Project will be made available on the Procurement and Reference Document websites respectively for access and download by any interested party. An initial listing of reference documents provided for this SFQ as identified in Attachment 2 – Reference Documents will be available on the Reference Document website listed below. Additional reference documents may be provided in an Amendment to the Solicitation and available on the Reference document website.

Reference Documents – [www.pima.gov/OTS](http://www.pima.gov/OTS)

#### **Solicitation Related Materials**

This SFQ and all amendments will be published on County's VSS Portal listed above. Reference Documents will be available at the site listed above.

It is the responsibility of each Respondent to ensure that they have obtained and incorporated all Amendments into their response. County assumes no responsibility or liability whatsoever for the distribution of Amendments to Respondents.

Only those firms asked to submit a proposal will receive the RFP. State legislation limits the number of firms short-listed to three (3) firms.

#### **Additional Presubmittal Meetings**

Due to the complex nature of these SFQ documents, County may host one (1) or more additional presubmittal meetings during the SFQ and RFP procurement phases. Formal announcements regarding these sessions and conferences during the SFQ and RFP procurement phases will be posted and updated in the VSS Portal.

**End of Attachment 1 – Communications Protocol**

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## **ATTACHMENT 2 – REFERENCE DOCUMENTS**

### **DISCLAIMER**

The following is the list of reference documents for an Attractions Operator for the Property, fka Old Tucson Studios which are available to Respondents. These documents are being provided to Respondents solely for their informational purposes only, and this list shall not be considered an appropriate or exhaustive list of all the information necessary for a Respondent to meet the obligations of this SFQ. Not all the recommendations, conclusions, findings, analyses, results or views expressed in the background documents have been approved or endorsed by the County, and accordingly, should not be construed as representing the policy of the County.

County neither makes any representation or warranty with respect to, nor assumes any responsibility for the completeness or the accuracy of, the reference documents. Respondents are solely responsible for conducting their own independent research and due diligence for the preparation of their statements of qualifications and the subsequent delivery of services. No information derived from any part of the reference documents, the SFQ or from the County or any of its agents, employees, contractors, advisors or consultants, shall relieve the Company from any risk or from fulfilling all terms of the SFQ.

- 1) Links to area information, tourism information, and statistics:
  - a) <https://tourism.az.gov/wp-content/uploads/2020/07/Tucson-Southern-Region-Visitor-Profile-2019.pdf>
  - b) <https://www.visittucson.org>; Visit Tucson
  - c) <https://www.suncorridorinc.com>; Sun Corridor
  - d) <https://www.visittucson.org/fil>; Film Tucson Website
  - e) <https://www.travelstats.com/dashboard?ucode=300>
  - f) <https://www.travelstats.com/reports> (Note pages 36 and 48 for specific Pima County Tourism information)
  - g) <https://webcms.pima.gov/cms/One.aspx?pageld=1539>; Tucson Mountain Park
  - h) <https://www.bizjournals.com/phoenix/news/2019/11/04/these-arizona-tourist-attractions-saw-the-highest.html#g/461961/1>
  - i) <https://censusreporter.org/profiles/05000US04019-pima-county-az/>; Demographic information
- 2) Driving Distance – Old Tucson Studios
- 3) Parcel indicating Developed Area
- 4) Parcel Overview
- 5) Tucson Mountain Park Trail Map
- 6) Total film productions in Tucson (2015-2019)
- 7) 2018 Attendance – Built Attractions
- 8) 2017 – Attendance – Private Attractions

**End of Attachment 2 – Referenced Documents**

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**ATTACHMENT 3 – STATEMENT OF QUALIFICATIONS**  
**TRANSMITTAL LETTER**

(To be typed on Respondent’s Letterhead)

[Date]  
Title  
Pima County Department  
Street  
City, State, Zip

Re: Statement of Qualifications for Attractions Operator, Property, fka Old Tucson Studios.

\_\_\_\_\_ (the “Respondent”) hereby submits its Statement of Qualifications (“SOQ”) in response to the Solicitation for Qualifications (“SFQ”) for Attractions Operator, Property, fka Old Tucson Studios (“SFQ”) issued by Pima County (the “County”) on as amended.

As a duly authorized representative of the Respondent, I hereby certify, represent, and warrant, on behalf of the Respondent team, as follows in connection with the SOQ:

1. The Respondent acknowledges receipt of the RFQ and the following amendment:

Amendment No.	Date
_____	_____
_____	_____
_____	_____

2. The submittal of the SOQ has been duly authorized by, and in all respects is binding upon, the Respondent.
3. The Respondent has completely reviewed and understands and agrees to be bound by the requirements of the SFQ, including all amendments thereto.
4. By signing this Transmittal Letter, Signator represents that the firm and assembled team have the financial resources and staff availability to complete this project. The Certificate of Authorization submitted as an attachment to this Transmittal Letter evidences the individual’s authority to bind the Guarantor.
5. All information and statements contained in the SOQ are current, correct and complete, and are made with full knowledge that the County will rely on such information and statements in determining whether to pre-qualify the Respondent in accordance with this SFQ.
6. The SOQ has been prepared and is submitted without collusion, fraud or any other action taken in restraint of free and open competition for the services contemplated by the SFQ.
7. Neither the Respondent, the Guarantor, a Participating Entity nor any Project team member is currently suspended or debarred from doing business with any governmental entity.
8. The Respondent has reviewed all of the engagements and pending engagements of the Respondent and the Guarantor, and no potential exists for any conflict of interest or unfair advantage.
9. No person or selling agency has been employed or retained to solicit the award of the Lease under an arrangement for a commission, percentage, brokerage or contingency fee or on any other success fee basis, except bona fide employees of the Respondent or the Guarantor.



10. The principal contact person who will serve as the interface between County and the Respondent for all communications is:

NAME: \_\_\_\_\_  
TITLE: \_\_\_\_\_  
ADDRESS: \_\_\_\_\_  
PHONE: \_\_\_\_\_  
FAX: \_\_\_\_\_  
E-MAIL: \_\_\_\_\_

11. The key technical and legal representatives available to provide timely response to written inquiries submitted, and to attend meetings requested by County are:

Technical Representative:

NAME: \_\_\_\_\_  
TITLE: \_\_\_\_\_  
ADDRESS: \_\_\_\_\_  
PHONE: \_\_\_\_\_  
FAX: \_\_\_\_\_  
E-MAIL: \_\_\_\_\_

Legal Representative:

NAME: \_\_\_\_\_  
TITLE: \_\_\_\_\_  
ADDRESS: \_\_\_\_\_  
PHONE: \_\_\_\_\_  
FAX: \_\_\_\_\_  
E-MAIL: \_\_\_\_\_

\_\_\_\_\_  
Name of Respondent

\_\_\_\_\_  
Name of Designated Signatory

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Title

**End of Attachment 3 – Statement of Qualifications Transmittal Letter**

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**ATTACHMENT 4 – CERTIFICATE OF AUTHORIZATION\***

I, \_\_\_\_\_, a resident of \_\_\_\_\_ in the State of \_\_\_\_\_,  
DO HEREBY CERTIFY that I am the Clerk/Secretary of \_\_\_\_\_, a corporation  
duly organized and existing under and by virtue of the laws of \_\_\_\_\_; that I have custody  
of the records of the corporation; and that as of the date of this certification, \_\_\_\_\_ holds the title  
of \_\_\_\_\_ of the corporation, and is authorized to execute and deliver in the name and on behalf  
of the corporation the Statement of Qualifications (“SOQ”) submitted by the corporation in response to the SFQ-  
PO-2100008 for **Attractions Operator, Property, fka Old Tucson Studios** issued by Pima County, Arizona on  
<Date>, as amended; and all documents, letters, certificates and other instruments which have been executed by  
such officer on behalf of the corporation in connection therewith.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the corporate seal of the corporation this  
\_\_\_\_\_ day of \_\_\_\_\_ 2020.

(Affix Seal Here)

\_\_\_\_\_  
Clerk/Secretary

*\* Note: Separate certifications shall be submitted if more than one corporate officer has executed documents as part of the SOQ. Respondents shall make appropriate conforming modifications to this Certificate in the event that the signatory’s address is outside of the United States.*

**End of Attachment 4 – Certificate of Authorization**

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## **ATTACHMENT 5 – FINANCIAL REFERENCE**

**Please provide the following information for the Respondent. Also, sign and date the form.**

Financial Reference for \_\_\_\_\_ (“Company”)

Name of organization: \_\_\_\_\_

Address: \_\_\_\_\_

Contact Individual: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

Please answer the following questions:

1. Has your organization extended credit to the Company in the past five (5) years?
2. Has the Company ever defaulted on a loan with your institution?
3. Has the Company’s credit history included any instances of delinquent payments?
4. To your knowledge, has the Company ever filed for bankruptcy or been involved in any bankruptcy proceedings?
5. To your knowledge, have any of the corporate officers of the Company ever been in default on a loan?
6. To your knowledge, has any creditor ever filed any criminal charges against the Company?
7. Please discuss any other questions or issues that may have come out in any financial due diligence evaluation or credit check performed by your institution.
8. Overall, how would you rank the financial stability or credit worthiness of the Company (e.g. excellent, good, satisfactory, poor)?

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**End of Attachment 5 – Financial Reference**