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November 15, 2023

Arizona Department of Transportation  
Engineering Consultants Section  
205 S. 17<sup>th</sup> Ave., Mail Drop 616E  
Phoenix, AZ. 85007  
Submitted via email to: [ECSSOQ@azdot.gov](mailto:ECSSOQ@azdot.gov).

RE: Statement of Qualifications to Provide Supplemental Services—ADOT Partnering Office  
Facilitator | Solicitation 2024-008

To the Selection Panel:

Central Creative respectfully submits our response to your Request for Qualifications Package for Supplemental Services (Solicitation 2024-008) dated October 25, 2023. Central Creative is a certified DBE located in Phoenix, Arizona and was founded (as Kristin Darr & Associates) in 2000 by Kristin Darr. Over the years, Kristin's project efforts have been award-winning, receiving nods from the American Planning Association, League of American Communication Professionals, Arizona Partnering Awards, American Public Works Association, and Women in Transportation Seminar.

Central Creative is a full-service strategic communication firm that focuses specifically on the stakeholder and community involvement that is needed for the planning, permitting, development, design, construction, and operation of infrastructure projects. Kristin Darr is sole owner of Central Creative and has been a recognized and respected partnering facilitator in Arizona for nearly two decades. Kristin is the sole Partnering Facilitator being proposed for this contract by our firm. It is not our intent to assign any other facilitator to assist ADOT—when a task is assigned, ADOT will know that Kristin will be the person who will fulfill the assignment. That being said, we have the ability to recruit resources as needed and have done so successfully throughout the years. We also have partnered with other consultants successfully to complete assignments. We will be flexible and always accommodating to the ADOT's needs, and responsive to your requests.

We very much look forward to the opportunity to provide facilitation services for ADOT. Please do not hesitate to contact me at [kristin@centralcreativeaz.com](mailto:kristin@centralcreativeaz.com) or (602) 750-7139 if you have questions about our proposal.

Very truly yours,

Kristin Darr  
Principal and Owner  
**Central Creative**



**Engineering Consultants Section  
SOQ Proposal Certifications Form – SUPPLEMENTAL SERVICE**

Contract Number: 2024-008

Consultant Name: Central Creative, LLC


Please read the nine (9) statements below. The statements are to ensure Consultants are aware and in agreement with Federal, State and ECS guidelines related to the award of this contract. Consultants shall submit the specific Certification form attached to each SOQ advertised, as revisions to the form may occur from time to time. Failure to sign and submit the certification form specified in this SOQ with the SOQ proposal shall result in the SOQ proposal being rejected.

The signature below and submission of the SOQ by the Consultant certifies that to the best of its knowledge:

1.	The Consultant has not engaged in collusion with respect to the contract under consideration.
2.	The Consultant and/or its principals have not been suspended or debarred from doing business with any government entity.
3.	<b>The Consultant and/or Supplemental Service individual proposed have the proper and current Arizona license(s) and registration(s) for services to be performed under this contract.</b>
4.	The Consultant's signature on any SOQ proposal or contract constitutes an authorization to ADOT to ascertain the eligibility of the firm and its principals to enter into contract with the ADOT and with any other governmental agency.
5.	The Supplemental Service individual submitted is employed by the Consultant on the date of submittal.
6.	All information and statements written in the proposal are true and accurate and that ADOT reserves the right to investigate, as deemed appropriate, to verify information contained in proposals.
7.	The Supplemental Service individual submitted by the Consultant that is a former ADOT employee did not have or provide information that gives the Consultant a competitive advantage; and either (1) concluded their employment with ADOT at least 12 months before the SOQ due date or (2) have not made any material decisions about this project while employed by ADOT.
8.	No Federally appropriated funds have been paid or shall be paid, by or on behalf of the Consultant for the purpose of lobbying.
9.	<i>If selected, the Consultant is committed to satisfactorily carry out the Consultant's commitments as detailed in the contract and its SOQ proposal.</i>

*I hereby certify that I have read and agree to adhere to the nine (9) statements above and/or that the statements are true to the best of my knowledge as a condition of award of this contract (must be signed by a Principal or Officer of the Consultant).*

Print Name: Kristin Darr Title: Principal and Owner

Signature:  Date: November 15, 2023

## Engineering Consultants Section

### ADOT Project Involvement Disclosure Statement – SUPPLEMENTAL SERVICE

Supplemental Service personnel proposed in an SOQ must disclose on this form **ALL** work he/she is currently performing (or anticipate performing) under any contractual agreements (listed in a submitted SOQ, in negotiations and/or executed contracts) with ADOT. This disclosure includes contracts awarded and/or executed through the Engineering Consultants Section, Procurement Group, Multi-Modal Planning Division or other ADOT Groups or Divisions.

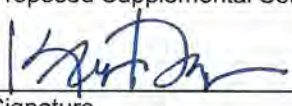
THIS FORM MUST BE COMPLETED AND SIGNED FOR ALL SUPPLEMENTAL SERVICES CONTRACTS EVEN IF NO WORK IS CURRENTLY BEING PERFORMED, OR IS ANTICIPATED TO BE PERFORMED, BY THE PROPOSED SUPPLEMENTAL SERVICES PERSONELL ON OTHER ADOT CONTRACTS. This form **shall** be submitted or the SOQ shall be rejected.

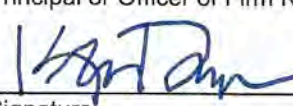
**Consultant Name:** Central Creative, LLC **Contract Number:** 2024-008  
**Proposed Supplemental Service Personnel Name:** Kristin Darr  
**% of time available to work on the proposed contract:** 60%

No.	ADOT Section	Contract or Agreement Number	Detailed Description of Proposed Supplemental Service Personnel's Role in Project	Average Number of Hours per Week Working on Project	Anticipated Completion Date of Work
1.	ECS	2022-005	Public Outreach and Involvement	4	2024
2.	ECS	H680001C-PS	Public Outreach and Involvement	10-12	12/2025
3.					
4.					
5.					
6.					
7.					
8.					
9.					

(Add additional sheets, as needed)

***I hereby certify the above to be true to the best of my knowledge (must be signed by Proposed Supplemental Services Personnel and a Principal or Officer of the firm).***

Kristin Darr  
 \_\_\_\_\_  
 Proposed Supplemental Service Name  
  
 \_\_\_\_\_  
 Signature  
 November 15, 2023  
 \_\_\_\_\_  
 Date

Kristin Darr  
 \_\_\_\_\_  
 Principal or Officer of Firm Name  
  
 \_\_\_\_\_  
 Signature  
 November 15, 2023  
 \_\_\_\_\_  
 Date

**ARIZONA DEPARTMENT OF TRANSPORTATION  
ENGINEERING CONSULTANTS SECTION  
PARTICIPATION IN BOYCOTT OF ISRAEL - CONSULTANT CERTIFICATION FORM  
ADOT ECS Contract No.: 2024-008**

This Certification is required in response to legislation enacted to prohibit the State from contracting with companies currently engaged in a boycott of Israel. To ensure compliance with A.R.S. §35-393, this form must be completed and returned with any response to a solicitation (SOQ), Contract Cost Proposals, and Contract Time Extensions. The Consultant understands that this response will become public record and may be subject to public inspection.

**Please note that if any of the following apply to this Solicitation, Contract, or Contractor, then the Offeror shall select the "Exempt Solicitation, Contract, or Contractor" option below:**

- The Solicitation or Contract has an estimated value of less than \$100,000;
- Contractor is a sole proprietorship;
- Contractor has fewer than ten (10) employees; OR
- Contractor is a non-profit organization.

**Pursuant to A.R.S. §35-393.01, public entities are prohibited from entering into contracts "unless the contract includes a written certification that the company is not currently engaged in, and agrees for the duration of the contract to not engage in, a boycott of goods or services from Israel."**


Under A.R.S. §35-393:

1. "Boycott" means engaging in a refusal to deal, terminating business activities or performing other actions that are intended to limit commercial relations with entities doing business in Israel or in territories controlled by Israel, if those actions are taken either:
  - (a) Based in part on the fact that the entity does business in Israel or in territories controlled by Israel.
  - (b) In a manner that discriminates on the basis of nationality, national origin or religion and that is not based on a valid business reason.
2. "Company" means an organization, association, corporation, partnership, joint venture, limited partnership, limited liability partnership, limited liability company or other entity or business association, including a wholly owned subsidiary, majority-owned subsidiary, parent company or affiliate, that engages in for-profit activity and that has ten or more full-time employees.
- ...
5. "Public entity" means this State, a political subdivision of this State or an agency, board, commission or department of this State or a political subdivision of this State.

The certification below does not include boycotts prohibited by 50 United States Code Section 4842 or a regulation issued pursuant to that section. See A.R.S. §35-393.03.

**In compliance with A.R.S. §§35-393 et seq., all offerors must select one of the following:**

- The Company submitting this Offer **does not** participate in, and agrees not to participate in during the term of the contract, a boycott of Israel in accordance with A.R.S. §§35-393 et seq. I understand that my entire response will become public record in accordance with A.A.C. R2-7-C317.
- The Company submitting this Offer **does** participate in a boycott of Israel as described in A.R.S. §§35-393 et seq.
- Exempt Solicitation, Contract, or Contractor.**  
Indicate which of the following statements applies to this Contract:
  - Solicitation or Contract has an estimated value of less than \$100,000;
  - Contractor is a sole proprietorship;
  - Contractor has fewer than ten (10) employees; and/or
  - Contractor is a non-profit organization.

Central Creative, LLC	
Company Name	Signature of Person Authorized to Sign
24 W. Camelback Rd. #A479	Kristin Darr
Address	Printed Name
Phoenix AZ 85013	Principal and Owner November 15, 2023
City State Zip	Title Date

## FORCED LABOR OF ETHNIC UYGHURS BAN Certification Form

### Forced Labor of Ethnic Uyghurs Ban

Please note that if any of the following apply to the Consultant, then the Offeror shall select the "Exempt Consultant" option below:

- Consultant is a sole proprietorship;
- Consultant has fewer than ten (10) employees; OR
- Consultant is a non-profit organization.

Pursuant to A.R.S. § 35-394, the State of Arizona prohibits a public entity from entering into or renewing a contract with a company unless the contract includes written certification that the company does not use the forced labor, or any goods or services produced by the forced labor, or use any consultants, subconsultants, or suppliers that use the forced labor or any goods or services produced by the forced labor of ethnic Uyghurs in the People's Republic of China.

Under A.R.S. §35-394:

1. "Company" means an organization, association, corporation, partnership, joint venture, limited partnership, limited liability partnership, limited liability company or other entity or business association, including a wholly owned subsidiary, majority-owned subsidiary, parent company or affiliate, that engages in for-profit activity and that has ten or more full-time employees.
  - (a) Based in part on the fact that the entity does business in Israel or in territories controlled by Israel.
  - (b) In a manner that discriminates on the basis of nationality, national origin or religion and that is not based on a valid business reason.
2. "Public entity" means this State, a political subdivision of this State or an agency, board, commission or department of this State or a political subdivision of this State.

In compliance with A.R.S. §§ 35-394 et seq., all offerors must select one of the following:

<input checked="" type="checkbox"/>	The Company submitting this Offer does not use, and agrees not to use during the term of the contract, any of the following: <ul style="list-style-type: none"> <li>• Forced labor of ethnic Uyghurs in the People's Republic of China;</li> <li>• Any goods or services produced by the forced labor of ethnic Uyghurs in the People's Republic of China; or</li> <li>• Any Consultants, Subconsultants, or suppliers that use the forced labor or any goods or services produced by the forced labor of ethnic Uyghurs in the People's Republic of China.</li> </ul>
<input type="checkbox"/>	The Company submitting this Offer <b>does</b> participate in use of Forced Uyghurs Labor as described in A.R.S. § 35-394.
<input type="checkbox"/>	<b>Exempt Consultant.</b> Indicate which of the following statements applies to this Consultant (may be more than one): <ul style="list-style-type: none"> <li><input type="checkbox"/> Consultant is a sole proprietorship;</li> <li><input type="checkbox"/> Consultant has fewer than ten (10) employees; and/or</li> <li><input type="checkbox"/> Consultant is a non-profit organization.</li> </ul>

Central Creative, LLC

Company Name

24 W. Camelback Rd. #A479

Address

Phoenix

AZ

85013

City

State

Zip



Signature of Person Authorized to Sign

Kristin Darr

Printed Name

Principal and Owner

Title

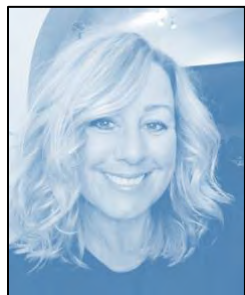
## INTRODUCTION

Central Creative understands how important partnering is to ADOT. We know that partnering is more than a “check-the-box” activity. It is a culture. Our founder and principal, Kristin Darr, is one of the most sought-after facilitators in the Arizona public infrastructure market, based on her track record for successfully facilitating groups of all sizes—bringing people together and getting things done. Kristin has a non-intrusive, informal, fun, yet all-business approach to partnering. If a group of people is going to come together, their time needs to be spent wisely and productively. Kristin is all about efficiency and action, not about meaningless games and drawn-out workshops.

Partnering should be streamlined, efficient, inclusive of the right people, and customized. Partnering also needs to develop a way for a team to measure their success and focus on resolving issues quickly.

We are pleased to submit this proposal, which summarizes our **Relevant Experience, Demonstrated Knowledge, Skills and Abilities, Knowledge of Industry Standards, and Availability**. We hope you will find upon review of this information that we are genuinely qualified to provide partnering facilitation services for ADOT, and we look forward to assisting with successful partnering efforts in the years to come.

## RELEVANT EXPERIENCE



**Kristin Darr** is the sole Partnering Facilitator being offered by Central Creative for this contract. She is an expert partnering and strategic planning facilitator who is recognized for her ability to create a comfortable and productive atmosphere where groups come together and get things accomplished. Kristin is particularly strong in preparation for facilitated sessions and is an expert listener who gets the pulse of a group and sets the stage at the beginning of

facilitated sessions by playing back to people how they as a group are thinking and feeling. **Listed below are highlights of Kristin’s facilitation experience with a focus on non-construction project facilitation to respond directly to the services requested:**

- Maricopa Association of Governments Organizational Assessment in advance of anticipated voter-approval of a new 20-year funding program kicking off November 2023.
- EPCOR Water Employee Focus Groups on Hybrid Work Program August 2023.
- Bureau of Land Management/U.S. Department of Interior Listening session to hear public comments on a proposed National Monument near the Grand Canyon. (Havasupai Tribe, Hualapai Tribe, Kaibab Paiute, Hopi Tribe, Colorado River Indian Tribes, Paiute Indians of Utah, Shivwits Band of Paiutes, Navajo Nation, San Juan Southern Paiute Tribe, Yavapai Apache Tribe) July 2023.
- Bureau of Reclamation Colorado River Management Retreat (Shepherdstown, West Virginia) September 2022.
- Sierra Vista Metropolitan Planning Organization Theater Drive Inventory and Roadway Feasibility Assessment Stakeholder Workshop May 2022.
- Mesa City Council Strategic Planning Retreats 2021, 2020, 2019.
- MCDOT Team Building for Maintenance Improvement Projects January 2021.

BA, Political Science and Journalism  
1991 Metropolitan State University, Denver

32 years of experience in the public infrastructure industry

Worked as technical editor, proposal writer, and public involvement specialist at four large engineering firms prior to starting her own company in 2000.

**“Kristin is my new favorite partnering facilitator!”**

*Quote from workshop evaluation form.*

**“Kristin is very complete and well-rounded in all areas of partnering”**

*Quote from workshop evaluation form.*

- Arizona Transit Association Board of Directors’ Strategic Planning Retreats 2021, 2020, 2019, 2018, 2017, 2016, 2015.
- Central Yavapai Metropolitan Planning Organization (CYMPO) Board of Directors Annual Retreats January 2020, 2019, 2018.
- U.S. Department of Interior, Bureau of Reclamation Phoenix Area Office Strategic Planning 2020.
- U.S. Department of Interior, Bureau of Reclamation Region 10: California-Great Basin Strategic Planning 2020.
- MCDOT Transportation System Plan Stakeholder Partnering 2019-2020.
- Rural Transportation Advocacy Council Board of Directors Strategic Planning Retreat November 2019.
- CYMPO Transit Implementation Planning 2019.
- CYMPO Regional Transportation Planning 2019.
- Valley Metro Tempe Streetcar Project Executive Partnering Session December 2018.
- Maricopa County Recorder and Elections Department Department-wide Strategic Planning June 2018.
- City of Mesa Parks, Recreation, and Community Facilities Department Strategic Action Plan January - September 2017.
- Oak Creek Canyon “Traffic Matters” Stakeholder Meeting February 2017.
- U.S. Department of the Interior Public Listening Sessions (Phoenix, Page, Kykotsmovi, Window Rock) regarding Long-Term Future of the Navajo Generating Station (NGS) May 2017.
- Lease Extension Negotiations between Navajo Nation and NGS Owners (Bureau of Reclamation, SRP, APS, Los Angeles Department of Water and Power, NV Energy, Tucson Electric Power) April and May 2017.
- NGS Long-Term Future Stakeholder Process February 2017 through May 2017.
- U.S. Department of Interior, Bureau of Reclamation Information Management and Technology Leadership Team Alignment Workshop November 2016.
- U.S. Department of Interior, Bureau of Reclamation Grand Coulee Third Power Plant Hydropower Generator Overhaul Construction Team Communication Plan Development October 2016.
- U.S. Department of Interior, Bureau of Reclamation Grand Coulee G24 Overhaul Construction Team Lessons Learned Workshop March 2016.
- U.S. Department of Interior, Bureau of Reclamation Lower Colorado Region Engineering Services Office Leadership Retreat September 2015.
- U.S. Department of Interior, Bureau of Reclamation Navajo Generating Station Internal Team Retreat June 2015.
- U.S. Department of Interior, Bureau of Reclamation Navajo Generating Station Cooperating Agencies and Owners Workshop for EIS Kickoff April 2014.
- Rio Salado Foundation Board of Directors Strategic Planning Retreat March 2014.

“Kristin has set the bar high for a partnering meeting. **She controlled every aspect of the meeting.** Her ability to generate **comments into posters so efficiently was amazing.**”

*Quote from workshop evaluation form.*

“Kristin does an **amazing job** of **keeping on track** and **gleaning the important discussion points.**”

*Quote from workshop evaluation form.*

“She has a **good understanding** of the **process and the project**...liked the **verbal recap** after every discussion point. **Effective goal setting session.**”

*Quote from workshop evaluation form.*

## KNOWLEDGE OF INDUSTRY STANDARDS

Kristin has worked on strategic communication and relationship building with government agencies, their partners and stakeholders, and the public for more than 30 years and has provided partnering facilitation for government projects and partnerships for more than a decade. She evaluates, assesses, and facilitates groups to help them review and evaluate their effectiveness, identify opportunities for improvement, and implement changes. She has conducted partnering facilitation for several transportation industry groups and has participated as a team member for communication on dozens of transportation projects throughout Arizona that involved government agencies and industry professional associations.

Kristin focuses on action, getting people to talk, and communication between groups with unparalleled responsiveness and follow-through. The last 20 years of her career have focused primarily on the transportation industry, including work for/with ADOT, FHWA, MCDOT, MAG, NACOG, CYMPO, Yavapai County, Flagstaff MPO (MetroPlan), Sierra Vista MPO, Lake Havasu MPO, and the cities/towns of Apache Junction, Ash Fork, Avondale, Black Canyon City, Buckeye, Camp Verde, Carefree, Casa Grande, Chandler, Chino Valley, Congress, Cottonwood, Dewey-Humboldt, El Mirage, Flagstaff, Florence, Fountain Hills, Gilbert, Glendale, Goodyear, Jerome, Mesa, Paradise Valley, Peoria, Phoenix, Queen Creek, Seligman, Scottsdale, Sedona, Show Low, Surprise, Tempe, Tucson, Tusayan, Wellton, Wickenburg, Winslow, Youngtown, and Yuma. On a variety of projects, she also has worked with other state agencies such as the Arizona Commerce Authority and Department of Public Safety, Native American tribes, railroads, and industry groups such as AGC, AzTA, the Arizona Trucking Association, Rural Transportation Advocacy Council, ACEC, APWA, AZTech, ASU, and U of A.

She has watched agencies and organizations evolve and change over that time, and her career and company have evolved and changed too. Recently, her focus has been increasingly on partnering facilitation because it is what she enjoys the most. She understands that partnering should focus on team development, relationship building, establishing trust and reaching consensus to address complex issues—it is not just a box-checking exercise, and it is not all fluff. It is meaningful and important. It is also important that partnering efforts be measured and evaluated to quantify impact on the agency and its projects and initiatives, and documenting lessons learned is key.

## DEMONSTRATED KNOWLEDGE, SKILLS AND ABILITIES

Generally, the process for each partnering effort includes preparation, planning, facilitation and documentation of each partnering session. While each project is unique, the process is as follows:

**Meet with key players** – First, Kristin will meet with a small group of people and conduct individual meetings to understand the team dynamics and the project or issue that requires the partnering process. This could be a team that is about to embark on a project, or a group of individuals within an organization that needs to work through a challenge or issue. This initial step is important to lay the groundwork for the partnering and effectively plan meetings and follow up strategies based on identified needs. Individual interviews are particularly effective, especially when a challenge lies before a group. Kristin is able to encourage candid discussion and then aggregate her findings so that people feel that they can speak freely, that they will not be called out for individual statements, yet they can be assured that they are being heard.

**Develop agenda and plan session** – Next, Kristin will develop an agenda and plan the partnering session. A typical agenda would include discussions designed to:

- Introduce participants to each other.
- Review the topics to be addressed.
- Review findings from the individual interviews, aggregated into common themes.
- Identify tools for the team to use for issue resolution.
- Develop a list of next steps, which may include smaller group meetings to tackle specific topics and/or further full group sessions.

The agenda is usually an expression of what has been discovered during the preparatory individual interviews. By aggregating what she has heard during the exploratory phase, Kristin is able to develop productive working agendas that are targeted and specific to achieving the task at hand.

**Facilitate partnering session** – Partnering events can be conducted either in person or virtually and involve working through the agenda developed prior. While this seems straightforward, Kristin excels at facilitating partnering events and steering conversations about complex challenges to stay on track and reach consensus on resolution because she knows the importance of:

- ***Making Connections.*** Kristin recognizes and stresses that the most important part of partnering is to make sure that team members are clearly identified for their expertise and area of responsibility, so everyone knows who to go to for their needs. It is so important that team members have a chance to meet each other and know each other's roles especially in large, executive level meetings, where existing resources and expertise are important to be leveraged. This is what Kristin does at the beginning of a partnering session instead of leading ice breakers or games, and we believe that her focus on this detail sets her apart from other facilitators. In fact, we routinely receive feedback regarding Kristin's ability to help teams make these important connections. For every partnering session, Kristin knows beforehand who will be in the meeting and makes sure that each person speaks, everyone is included, and the right people have the right information and contacts before concluding.
- ***Knowing Your Content.*** Another benefit that Kristin brings to each partnering session is her knowledge of government agencies and the transportation industry. A facilitator knowledgeable in the industry and the dynamics that exist within and between various organizations is particularly key in having meaningful discussions that keep moving. This is another reason we have heard from team members why Kristin is one of their favorite facilitators. She is also known for her ability to take visible notes throughout each session, in front of the team on large flip charts, which helps teams stay on topic and see that she is not only hearing but understanding what is happening in the room.
- ***Having Real Conversations.*** Many facilitators come into partnering sessions with information about key decisions already drafted. Kristin does not do this, because she has found that it leads teams to just accept words that are placed in front of them without really thinking about what they mean. Instead, Kristin is able to get teams started having a conversation about what is unique and important about each project and drafting statements together from those notes. This way, if a team doesn't spend unnecessary time "group wordsmithing," they can have more real and organic conversations without trying too hard to make the "right words."
- ***Following Through.*** Over the years Kristin has often been asked by a group she is working with to help them address action items identified at the beginning of a partnering process. This can include periodic partnership evaluation surveys/reports and meetings, focused activities by smaller groups, creation of process graphics, additional individual interviews, and more. Kristin appreciates follow-through activities because it helps her become invested in a group's success. The quotes listed throughout this proposal came from actual evaluation surveys that we have received.

**Summarize partnering session** – Using the detailed notes she has taken throughout the partnering session, Kristin will then develop a summary report to distribute to the team so everyone has a reference throughout the project of the information they worked through together as part of partnering.

**Distribute project progress surveys** – During the session, the team may agree to conduct periodic progress surveys. In these cases, Kristin will send a link each month for teams to complete survey, and report to the results of the previous month's survey so that the group can review and identify items that need to be addressed as the effort progresses.

## **Customized Service**

There should never be a cookie-cutter approach applied to partnering. Certain elements, such as issue resolution, evaluation, and action planning are imperative, but the most important element from a facilitation perspective is to have an opportunity to speak with the team members involved and understand what they see as the issues that need to be resolved. This is about more than a charter and shallow team building—this is about good communication and relationship building, the core of Kristin’s career.

Kristin’s approach to partnering is first and foremost to customize each program. Recognizing that every project and every team is unique, she works to understand the nuances of a project or initiative then suggests the activities or format that will be most beneficial to the team.

For example, Kristin served as partnering facilitator for two Valley Metro projects that were under construction at the same time—the Central Mesa Extension (Main Street in Mesa) and the Northwest Extension (19th Avenue in Phoenix)—and the partnering programs were completely different. For the Central Mesa Extension, a “Partnering Leadership Team” of 16 people met 11 times for extensive facilitated working sessions, and Kristin had one on one meetings with each of the 16 individuals prior to each and every session to get a sense for what issues needed to be addressed and what progress was being made on issues that had been outstanding. Across the Valley on the Northwest Extension project, the partnering effort focused on fewer large and inclusive workshops with 75 or more people, and team building to rally around the partnering goals set at the partnering kickoff was the main the focus. When there were specific issues such as underground and utility work, Kristin convened smaller, more focused workshops to address those specific issues.

Another example of how Kristin customized a partnering program was for the Bureau of Reclamation’s Lower Colorado Region related to their partnership with key cooperating agencies (Bureau of Indian Affairs and Office of Surface Mining Reclamation and Enforcement) for the Navajo Generating Station EIS. Kristin spent hours interviewing each of the individuals involved in the partnership, which was tenuous at best, and developed a robust and meaningful agenda for a three-day workshop where she reported to the team what she had heard and guided them through facilitated discussions and working sessions to put new project management processes in place that would alleviate the negative relationship issues they had been experiencing to that point. David Palumbo, the Deputy Director of the Lower Colorado Region later called Kristin “an incredible and insightful facilitator” and the Bureau has brought her back several times to assist with other efforts.

Kristin was deployed by the Bureau of Reclamation, at the direction of the Acting Deputy Secretary of the U.S. Department of Interior, to facilitate historical discussions about the potential closure of Navajo Generating Station, which has significant implications for several Arizona Tribal Communities. Kristin facilitated lease negotiations between the Navajo Nation and NGS owners, which include SRP, APS, Nevada Energy, Los Angeles Department of Water and Power, Bureau of Reclamation, and Tucson Electric Power. In addition, she facilitated conversations about the long-term future of NGS with the parties listed above in addition to the Arizona Governor’s office, Arizona Corporation Commission, Coconino and Navajo counties, the Hopi Tribe, the Gila River Indian Community, Tohono O’odham Nation, Pasqua Yaqui Tribe, and Yavapai Apache Nation. DOI inserts Kristin into the multiple strategic discussions that are ongoing related to major issues—when a working group is demonstrating stalemate or needs to stay on task—because Kristin is well known for bringing groups together and getting things done.

## **AVAILABILITY**

Kristin is more than 60 percent available to take on new task assignments. More importantly, she has a track record more than three decades long and going strong of successfully managing her workload and that of her small company and providing exceptional service to clients. In reality, she will be 100 percent focused on each task assigned and the groups that she is working with will know that.



**Kristin Darr**  
Facilitator

**Education**

BA, 1991, Political Science/Journalism  
Metropolitan State University, Denver, CO

**Certified Public Participation Practitioner**, International Association for Public Participation

Kristin is an expert partnering and strategic planning facilitator who is recognized for her ability to create a comfortable and productive atmosphere where groups come together and get things accomplished. Kristin is particularly strong in preparation for facilitated sessions, an expert listener who gets the pulse of a group and sets the stage at the beginning of facilitated sessions by playing back to people how they as a group are thinking and feeling.

**Selected Facilitation Experience**

- Maricopa Association of Governments Organizational Assessment in advance of anticipated voter-approval of a new 20-year funding program kicking off November 2023.
- EPCOR Water Employee Focus Groups on Hybrid Work Program August 2023.
- Bureau of Land Management/U.S. Department of Interior Listening session to hear public comments on a proposed National Monument near the Grand Canyon. (Havasupai Tribe, Hualapai Tribe, Kaibab Paiute, Hopi Tribe, Colorado River Indian Tribes, Paiute Indians of Utah, Shivwits Band of Paiutes, Navajo Nation, San Juan Southern Paiute Tribe, Yavapai Apache Tribe) July 2023.
- MCDOT and Archer Western Construction (in partnership with SRP-MIC) Gilbert Road Bridge Pre-Construction Meeting and Construction Kickoff Partnering November 9, 2022; Monthly Goal Assessment Surveys; and Partnering Refresher July 13, 2023.
- MCDOT (QT) and Sunland Asphalt & Construction, Inc. Sun Lakes Units 11-22 Construction Kickoff Partnering and Pre-Construction Meeting April 4, 2023; Monthly Goal Assessment Surveys; and Lessons Learned/Partnering Wrap-up November 13, 2023.
- MCDOT (Tristar) and Combs Construction Northern Parkway; El Mirage Alternative Access Construction Kickoff Partnering and Pre-Construction Meeting January 9, 2023; Monthly Goal Assessment Surveys; and Lessons Learned/Partnering Wrap-up October 5, 2023.
- MCDOT and J. Banicki Construction MC 85 at 91<sup>st</sup> Avenue (MC85: 95th Avenue to 87th Avenue) Pre-Construction Meeting and Construction Kickoff Partnering December 20, 2022; and Monthly Goal Assessment Surveys.
- Bureau of Reclamation Colorado River Management Retreat (Shepherdstown, West Virginia) September 2022.
- Sierra Vista Metropolitan Planning Organization Theater Drive Inventory and Roadway Feasibility Assessment Stakeholder Workshop May 2022.
- MCDOT and Nesbitt Contracting, Sun Valley Parkway Restoration Phase 4 Construction Kickoff Workshop February 23, 2022
- MCDOT and William Charles Construction Vulture Mountain Recreation Area Roads Construction Kickoff Workshop March 7, 2022
- MCDOT and Cactus Asphalt Sun Lakes Rehab Units 1-10 and 41 – Paving Construction Kickoff Workshop. February 16, 2022
- Mesa City Council Strategic Planning Retreats 2021, 2020, 2019.
- MCDOT Team Building for Maintenance Improvement Projects January 2021.



- Arizona Transit Association Board of Directors' Strategic Planning Retreats 2021, 2020, 2019, 2018, 2017, 2016, 2015.
- Central Yavapai Metropolitan Planning Organization (CYMPO) Board of Directors Annual Retreats January 2020, 2019, 2018.
- U.S. Department of Interior, Bureau of Reclamation Phoenix Area Office Strategic Planning 2020.
- U.S. Department of Interior, Bureau of Reclamation Region 10: California-Great Basin Strategic Planning 2020.
- US Army Corps of Engineers and Fisher Industries Contract No. W9126G19D0027Tucson Package 3 (10&28) Task Order W50UW820F0022 Partnering for Construction of 42.5 Miles of International Border Wall June 30, 2020
- MCDOT Transportation System Plan Stakeholder Partnering 2019-2020.
- Rural Transportation Advocacy Council Board of Directors Strategic Planning Retreat November 2019.
- CYMPO Transit Implementation Planning 2019.
- CYMPO Regional Transportation Planning 2019.
- Valley Metro Tempe Streetcar Project Executive Partnering Session December 2018.
- Maricopa County Recorder and Elections Department Department-wide Strategic Planning June 2018.
- City of Mesa Parks, Recreation, and Community Facilities Department Strategic Action Plan January - September 2017.
- Oak Creek Canyon "Traffic Matters" Stakeholder Meeting February 2017.
- U.S. Department of the Interior Public Listening Sessions (Phoenix, Page, Kykotsmovi, Window Rock) regarding Long-Term Future of the Navajo Generating Station (NGS) May 2017.
- Lease Extension Negotiations between Navajo Nation and NGS Owners (Bureau of Reclamation, SRP, APS, Los Angeles Department of Water and Power, NV Energy, Tucson Electric Power) April and May 2017.
- NGS Long-Term Future Stakeholder Process February 2017 through May 2017.
- U.S. Department of Interior, Bureau of Reclamation Information Management and Technology Leadership Team Alignment Workshop November 2016.
- U.S. Department of Interior, Bureau of Reclamation Grand Coulee Third Power Plant Hydropower Generator Overhaul Construction Team Communication Plan Development October 2016.
- U.S. Department of Interior, Bureau of Reclamation Grand Coulee G24 Overhaul Construction Team Lessons Learned Workshop March 2016.
- U.S. Department of Interior, Bureau of Reclamation Lower Colorado Region Engineering Services Office Leadership Retreat September 2015.
- U.S. Department of Interior, Bureau of Reclamation Navajo Generating Station Internal Team Retreat June 2015.
- U.S. Department of Interior, Bureau of Reclamation Navajo Generating Station Cooperating Agencies and Owners Workshop for EIS Kickoff April 2014.
- Rio Salado Foundation Board of Directors Strategic Planning Retreat March 2014.

Additional projects and professional references available.

Tuesday, November 14, 2023 at 08:53:11 Mountain Standard Time

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Subject: Fwd: Bidders List for Central Creative  
Date: Tuesday, November 14, 2023 at 8:52:17 AM Mountain Standard Time  
From: Kristin Darr  
To: Keryn Wilson

Begin forwarded message:

**From:** ADOT Business Engagement and Compliance Office <[AZUTRACS-Support@azdot.gov](mailto:AZUTRACS-Support@azdot.gov)>  
**Date:** November 14, 2023 at 8:51:42 AM MST  
**To:** Kristin Darr <[Kristin@centralcreativeaz.com](mailto:Kristin@centralcreativeaz.com)>  
**Cc:** [ContractorCompliance@azdot.gov](mailto:ContractorCompliance@azdot.gov)  
**Subject:** Bidders List for Central Creative

Central Creative, AZUTRACS Number: [10143](#) has submitted a Bidder/Proposer list for **2024-008** on 11/14/2023 at 8:51 AM MST (UTC - 07:00).

Central Creative submitted a blank bidders/proposers list. This means that they did not list any firms that they reached out to or were contacted by during the preparation of this bid/proposal. NOTE: Subbing out work is encouraged, where applicable. Under some circumstances, no subbing opportunities are available.

**Date:** October 25, 2023  
**TO:** ALL INTERESTED PARTIES  
**SUBJECT:** AMENDMENT NUMBER 01  
**REFERENCE:** REQUEST FOR QUALIFICATIONS (RFQ)  
CONTRACT NUMBER 2024-008  
ADOT PARTNERING OFFICE FACILITATOR

The following revisions are made to the referenced RFQ:

1. All references in the RFQ, ECS Consultant Contract Manual, ECS Information Bulletins and the ECS website related to submitting Statement of Qualifications (SOQ) through eCMS are hereby stricken. SOQ submittals will ONLY be accepted via email to the following address: [ECSSOQ@azdot.gov](mailto:ECSSOQ@azdot.gov). SOQs emailed to any other address will NOT be accepted.
2. Section 4.20, Number 4. Professional Liability (Errors and Omissions Liability), subsection 4 b of the contract boilerplate, referenced in Section XVII of the RFQ, is changed:

**From:**

- b. In the event that the professional liability insurance required by this Contract is written on a claims-made basis, the Consultant warrants that any retroactive date under the policy shall precede the effective date of this Contract; and that either continuous coverage will be maintained or an extended discovery period will be exercised for a period of **three (3) years** beginning at the time work under this Contract is completed.

**TO:**

- b. In the event that the professional liability insurance required by this Contract is written on a claims-made basis, the Consultant warrants that any retroactive date under the policy shall precede the effective date of this Contract; and that either continuous coverage will be maintained or an extended discovery period will be exercised for a period of **eight (8) years** beginning at the time work under this Contract is completed.



Jessica McCall  
Contract Specialist  
Engineering Consultants Section

**AN OFFEROR MUST ACKNOWLEDGE RECEIPT OF THIS AMENDMENT BY SIGNING BELOW AND INCLUDING ALL PAGES OF THIS AMENDMENT IN THE SOQ SUBMITTAL. FAILURE TO DO SO SHALL RESULT IN REJECTION OF THE PROPOSAL.**

Central Creative, LLC

Consultant Name



Signature

\* This amendment is not included in the total page count in the Statement of Qualification submittal.

**Date:** October 30, 2023  
**TO:** ALL INTERESTED PARTIES  
**SUBJECT:** AMENDMENT NUMBER 02  
**REFERENCE:** REQUEST FOR QUALIFICATIONS  
CONTRACT NUMBER 2024-008  
Supplemental Services ADOT Partnering Office Facilitator

The following questions have been asked in reference to the above Request for Qualifications package:

Question 1:  
Should the Supplemental Services Consultant-Facilitator also be listed under Key Personnel on Page 4 of the RFQ?

Answer 1:  
No, Proposed Facilitators can be identified in the Statement of Qualifications but will not be considered Key Personnel on this contract.

Question 2:  
If so, should resumes for both the Project (Contract) Manager and Supplemental Services Consultant-Facilitator be included as attachments to the SOQ?

Answer 2:  
No, only the Contract Manager's resume shall be attached.


Question 3:  
How many pages are allowed for each resume? Page 4 under Key Personnel references three pages, and Page 11 references two pages under the Format Content section.

Answer 3:  
Two pages.

  
Jessica McCall  
Contract Specialist  
Engineering Consultants Section

**AN OFFEROR MUST ACKNOWLEDGE RECEIPT OF THIS AMENDMENT BY SIGNING BELOW AND INCLUDING ALL PAGES OF THIS AMENDMENT IN THE SOQ SUBMITTAL. FAILURE TO DO SO SHALL RESULT IN REJECTION OF THE PROPOSAL.**

Central Creative, LLC  
\_\_\_\_\_  
CONSULTANT NAME

  
\_\_\_\_\_  
SIGNATURE

\* This amendment is not included in the total page count in the Statement of Qualification submittal.

**Date:** November 8, 2023

**TO:** ALL INTERESTED PARTIES

**SUBJECT:** AMENDMENT NUMBER 03

**REFERENCE:** REQUEST FOR QUALIFICATIONS  
CONTRACT NUMBER 2024-008  
Supplemental Services ADOT Partnering Office Facilitator

The following questions have been asked in reference to the above Request for Qualifications package:

**Question 1:**

Since Facilitator Candidates are not considered key, are we permitted to submit qualifications for more than one facilitator candidate per SOQ? (Page 9, Number 1).

**Answer 1:**

Yes.

**Question 2:**

If we are permitted to include multiple facilitator candidates in our SOQ, do we submit multiple ADOT Project Involvement Disclosure Statement forms? The ADOT Project Involvement Disclosure Statement is listed as page 3 of the SOQ. If we are permitted to include multiple facilitator candidates per SOQ would we be allowed an increase in page count to accommodate the extra forms?

**Answer 2:**

No, only submit an ADOT Project Involvement Disclosure Statement form for the Project (Contract) Manager identified in the Statement of Qualifications. Additional ADOT Project Involvement Disclosure Statement forms will be required when the contract is modified to add Facilitators.

**Question 3:**

Are you looking for facilitators to be available on an as-needed/on-call basis or be an extension of staff in your office? Will there be a minimum number of hours needed each week or only as needed?

**Answer 3:**

The Department is looking for facilitators on an on-call/as-needed basis. There are not a minimum number of hours needed each week. The time for each project/task will be determined by the needs of the specific work.

**Question 4:**

Will partnering meeting facilitation for construction also be needed in addition to the scope of work in section XXIII?

**Answer 4:**

No, the work will be for partnerings/meetings outside of construction.

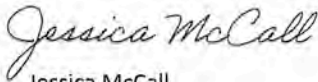
Question 5:

Our firm is not currently prequalified with ECS and we were not aware of the November 6, 2:00 p.m. deadline to begin the registration process until it had passed. While we did request login credentials to register on that day, we may not be able to fully register for prequalification before the SOQ submittal date depending on how responsive the ECS system is to our application. We request that the RFQ be amended to require prequalification with ECS upon contract award instead of by the SOQ due date (in line with insurance requirements, which are not required until contract award).

Answer 5:

As indicated in RFQ sections II, page 4, second paragraph, Consultants who intend to submit an SOQ for this proposed contract shall successfully submit a prequalification application to ECS no later than **November 6, 2023 at 2:00 P.M. Arizona (Phoenix) Time**. The Department will not waive the requirement to submit a prequalification application before the submittal of a firm's SOQ. The Department can extend the deadline to submit the application.

The prequalification application deadline has been extended to November 14, 2023.



Jessica McCall  
Contract Specialist  
Engineering Consultants Section

**AN OFFEROR MUST ACKNOWLEDGE RECEIPT OF THIS AMENDMENT BY SIGNING BELOW AND INCLUDING ALL PAGES OF THIS AMENDMENT IN THE SOQ SUBMITTAL. FAILURE TO DO SO SHALL RESULT IN REJECTION OF THE PROPOSAL.**

Central Creative, LLC

CONSULTANT NAME



SIGNATURE

\* This amendment is not included in the total page count in the Statement of Qualification submittal.

**CONSULTANT INFORMATION PAGES (CIP)**

CONTRACT NO.: 2024-008

CONTACT PERSON: Kristin Darr

E-MAIL ADDRESS: kristin@centralcreativeaz.com

TITLE: Principal and Owner

CONSULTANT FIRM: Central Creative, LLC

ADDRESS: 24 W. Camelback Rd. #A479

CITY, STATE ZIP: Phoenix, AZ 85013

TELEPHONE: (602) 750-7139

FAX NUMBER: N/A

DUNS #: 079353532

ADOT CERTIFIED DBE FIRM? (YES/NO)

Yes

SUBCONSULTANT(S):	TYPE OF WORK	ADOT CERTIFIED DBE FIRM (YES/NO)
<u>(None)</u>		

**NOTE: This page is not evaluated by the Selection Panel but is used by Engineering Consultants Section for administrative purposes.**

**DBE GOAL ASSURANCE/DECLARATION**

This Contract is Race Neutral (No DBE Goal-DBE use encouraged).

By signing below, and in order to submit an SOQ proposal and be considered to be awarded for this contract, in addition to all other pre-award requirement, the consultant/Proposer certifies that they will meet the established DBE goal or will make good faith efforts to meet the goal for the contract and that arrangements with certified DBEs have been made prior to SOQ and/or Cost Proposal submission. The proposer will meet the established DBE goal or will make good faith efforts to meet the goal on each Task Order assignment associated with the contract and that arrangements with certified DBEs have been made prior to SOQ and/or Task Order proposal submission.

  
\_\_\_\_\_  
Signature

**Kristin Darr**  
\_\_\_\_\_  
Printed Name

**11/15/2023**  
\_\_\_\_\_  
Date

**Principal and Owner**  
\_\_\_\_\_  
Title

**SOQ SUBMITTAL CHECKLIST**

Place a check mark on the left side of the table indicating compliance with the following:

<input checked="" type="checkbox"/>	Required Page Limit Met
<input checked="" type="checkbox"/>	One PDF Document no larger than 15 MB
<input checked="" type="checkbox"/>	All Amendments Included
<input checked="" type="checkbox"/>	Introduction Letter (Including all required elements/statements)
<input checked="" type="checkbox"/>	SOQ Proposal Formatted According to Requirements Listed in Part C and any applicable amendments
<input checked="" type="checkbox"/>	Correct SOQ Certification List Signed and Dated by a Principal or Officer of the Firm
<input checked="" type="checkbox"/>	Completed Consultant Information Page (Including listing DBE firms, if applicable)
<input checked="" type="checkbox"/>	Supplemental Services Disclosure Form (REQUIRED for Supplemental Services Contract)
<input checked="" type="checkbox"/>	All Subconsultants & Proposed Work Type (Including listing DBE firms, if applicable)
<input checked="" type="checkbox"/>	Any Additional Required Documents (Specific Requirements in RFQ such as Resumes, etc.)
<input checked="" type="checkbox"/>	Commenting or User Rights Feature Enabled in SOQ PDF Document
<input checked="" type="checkbox"/>	DBE Goal Assurance/Goal Declaration completed

**NOTE: This page is not evaluated by the Selection Panel but is used by Engineering Consultants Section for administrative purposes.**