




THE NAVAJO NATION

RUSSELL BEGAYE PRESIDENT
JONATHAN NEZ VICE PRESIDENT

MEMORANDUM

TO: Honorable LoRenzo Bates, Speaker
Navajo Nation Council

FROM:


Russell Begaye, President
THE NAVAJO NATION

DATE: February 22, 2016

SUBJECT: **RESOLUTION No. CJA-4-16: RELATING TO BUDGET AND FINANCE AND NAABIK'ÍYÁTI' COMMITTEES AND THE NAVAJO NATION COUNCIL; APPROVING THE NAVAJO NATION PERMANENT FUND INCOME 5-YEAR PLAN**

Pursuant to 2 N.N.C. 1005 (C)(10), action for Legislation CJA-4-16 is being submitted to the Navajo Nation Council, through the Office of the Speaker within the ten (10) day requirement. The Navajo Nation President is empowered with the authority to veto legislations passed by the Navajo Nation Council pursuant to 2 N.N.C. 1005(C)(11).

After review of Resolution No. CJA-4-16, I hereby veto **Resolution No. CJA-4-16: Relating to Budget and Finance and Naabik'íyáti' Committees and the Navajo Nation Council; Approving the Navajo Nation Permanent Fund Income 5-year Plan**. The justification for use of the President's veto authority is set forth below.

This Resolution is part of the largest comprehensive water and waste-water project venture that will impact the entire Navajo Nation. This administration has four pillars: 1) Veterans; 2) Infrastructure; 3) Jobs; and 4) Elders and Youth. Infrastructure is one of these pillars as such this Administration supports these efforts.

With that said, the water project listing attached to this Resolution CJA-4-16 appeared to not match the exhibit in the accompanying water project listing in Resolution CJA-12-16. These Resolutions must work together for the water and waste-water projects to be carried out properly. Unfortunately, some projects were listed twice. After further review, it was realized this project venture requires the exhibit in this Resolution to be updated to the correct listing. Without the correct listing, this venture project cannot be completed accordingly.

On this basis alone, I must exercise my veto authority, pursuant to 2 N.N.C. 1005(C)(11).

RESOLUTION OF THE
NAVAJO NATION COUNCIL

23RD NAVAJO NATION COUNCIL -- Second Year, 2016

AN ACT

RELATING TO BUDGET AND FINANCE, AND NAABIK'ÍYÁTI' COMMITTEES AND
THE NAVAJO NATION COUNCIL; APPROVING THE NAVAJO NATION PERMANENT
FUND INCOME 5-YEAR PLAN

BE IT ENACTED.

Section One. Findings and Purposes

- A. The Navajo Nation Council is the governing body of the Navajo Nation, pursuant to 2 N.N.C. § 102 (A).
- B. The Naabik'íyáti' Committee of the Navajo Nation Council, pursuant to 2 N.N.C. §164(A)(9), reviews proposed legislation which requires final action by the Navajo Nation Council.
- C. The Budget and Finance Committee is empowered to review and recommend to the Navajo Nation Council the budgeting, appropriation, investment, and management of all funds. 2 N.N.C. §300(B)(2).
- D. Pursuant to 2 N.N.C. §300(C), the Budget and Finance Committee of the Navajo Nation Council shall exercise oversight authority, including but not limited to, budget, finance, investment, bonds, contracting, insurance, audits, accounting, taxes, loans, Chapter budget and finance for the following purposes: 3) To recommend to the Navajo Nation Council the adoption of resolutions designed to strengthen the fiscal and financial position of the Navajo Nation and to promote the efficient use of the fiscal and financial resources of the Navajo Nation.
- E. The Navajo Nation Permanent Fund, established in 1985, made available certain funds after a 20 year period and such funds have been available for use since 2005; however, the fund income of the Navajo Nation Permanent Fund continues to be reinvested in the Permanent Fund.

- F. The Navajo Nation Permanent Fund was established for the purpose of creating reserves for future generations after finding that the Navajo Nation's General Reserve Fund had been declining. See CJY-53-85, Whereas Clause Two and Six.
- G. The Navajo Nation Permanent Fund defines fund income as consisting of all earnings generated by the principal of the Fund at 12 N.N.C. §903(B).
- H. The Navajo Nation Permanent Fund sets out the procedures for expenditure of fund income by stating "[n]o Fund income shall be expended, except as set forth in §§908 and 909 of this Chapter, for a period of 20 years from date of the first Navajo Nation contribution to the Fund. Thereafter, ninety-five percent (95%) of the Fund income may be expended in accordance with a plan for its use covering at least a five-year period adopted by resolution of the Navajo Nation Council provided that the expenditure of income in any fiscal year shall not exceed the income earned during that year. The remaining five percent (5%) of the Fund income shall be reinvested in the Permanent Fund." 12 N.N.C. §905.
- I. As stated above, the permanent fund income has been available for use since 2005 and a plan for the use of the permanent fund income covering a 5-year period has been presented and is attached as Exhibit A.
- J. The Navajo Nation finds it in the best interest of the Nation to approve expenditure of the permanent fund income pursuant to the 5-year plan attached as Exhibit A. Each recipient of the development funds shall report with the Division of Economic Development on a bi-annual basis to the Naabik'íyáti Committee about the progress of each project; and the members of the Committee may submit recommendations to the Navajo Nation Council for changes to the 5-year Plan if the planning and construction of a project is not performing well.

Section Two. Recommending and Approving

The Navajo Nation hereby recommends and approves the expenditure of the permanent fund income pursuant to the attached 5-year plan attached as Exhibit A.

CERTIFICATION

I hereby certify that the foregoing resolution was duly considered by the Navajo Nation Council at a duly called meeting in Window Rock, Navajo Nation (Arizona) at which a quorum was present and that the same was passed by a vote of 21 in favor and 1 opposed, this 26th day of January 2016.



LoRenzo Bates, Speaker
Navajo Nation Council

Feb. 17, 2016

Date

Motion: Honorable Alton Joe Shepherd

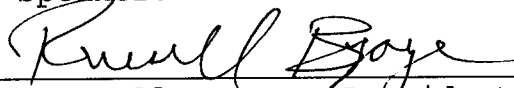
Second: Honorable Dwight Witherspoon

ACTION BY THE NAVAJO NATION PRESIDENT:

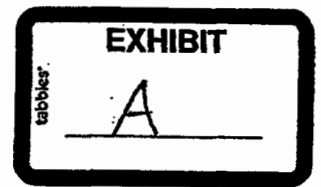
1. I hereby sign into law the foregoing legislation, pursuant to 2 N.N.C. §1005 (C) (10), on this _____ day of _____ 2016.

Russell Begaye, President
Navajo Nation

2. I hereby veto the foregoing legislation, pursuant to 2 N.N.C. §1005 (C) (11), this 21st day of February 2016 for the reason(s) expressed in the attached letter to the Speaker.



Russell Begaye, President
Navajo Nation



5 Year Plan – Utilizing income derived from the Permanent Trust Fund

PRESENTATION TO:

THE 23RD NAVAJO NATION COUNCIL

September 3, 2015

Presentation by Chairman Seth Damon on Behalf of B&F Cmte

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**P.O Box 127
Gallup, NM 87305**

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sdamon@navajo-nsn.org**

*Develop a 5 Year
Expenditure Plan
to utilize the
income derived
from the PTF*

Utilizing Permanent Trust Fund Income

Fund Highlights

The Permanent Trust Fund was established in 1986 with a first deposit of approximately \$26m. Today the market value of the fund sits at \$1,764,217,954.00 as of June 30, 2015.

Income Highlights

From Fiscal Year 2007 thru June 30th, 2105 the average income (stock dividends and bond interest) is approximately \$26.7 million.

5 Year Plan Highlights

In order to utilize income from the PTF a Five Year Plan must be adopted by the Navajo Nation Council.

Looking Ahead

Goal of the B&F Committee now is to come up with a collective agreement on a 5 year plan to start utilizing the income derived from the PTF.

PTF – Interest LGTF (25/75), Economic Development & Water Improvement = \$25m for 5yrs

	1 st Year	2 nd Year	3 rd year	4 th Year	5 th Year
\$31.25m	LGTF: \$6.25m	LGTF: \$6.25m	LGTF: \$6.25m	LGTF: \$6.25m	LGTF: \$6.25m
\$65.75m	NH Waterline Projects: \$8.25m	NH Waterline Projects: \$16.75m	NH Waterline Projects: \$9.55m	NH Waterline Projects: \$15.25m	NH Waterline Projects: \$15.95m
\$28m	Twin Arrows C-Store: \$4m	Nahlatodd Shopping Center: \$2m	Ganado Shopping Center: \$9.2m	NNOGC Crownpoint M/grade C-Store: \$3.5m	Dennohotso Retail Center: \$2.8m
	Twin Arrows Police Station: \$4.5m				

Example 5

Upstream/Lowerdown subline
Rating

PROPOSED 2018-2019 REGIONAL WATER DEVELOPMENT UNDER SETTLEMENT

2018-2019 Budget

Project Description (Include subline and flow year scheduling plan)

Amount

Year 1

Year 2

Year 3

Year 4

Year 5

Comments

Infrastructure Strategy

NTUA Capital Improvements

\$7,300,000

Benefits of chapters, improves system reliability. Based on NTUA CIP.

NTUA CIP Priority 1

Lower Greenwood Water Treatment Plant (Total Budget: \$2,000,000)

\$1,400,000

Unmet need water and waste water over five years to \$112,000,000 and \$148,000,000 other USGS

NTUA CIP Priority 2

Arroyo Water Treatment Plant (Total Budget: \$800,000)

\$800,000

Unmet need water and waste water over five years to \$112,000,000 and \$148,000,000 other USGS

NTUA CIP Priority 3

Montezuma Creek Treatment Plant (Total Budget: \$1,200,000)

\$400,000

Unmet need water and waste water over five years to \$112,000,000 and \$148,000,000 other USGS

NTUA CIP Priority 4

Navajo Water Treatment Plant (Total Budget: \$1,200,000)

\$1,200,000

Unmet need water and waste water over five years to \$112,000,000 and \$148,000,000 other USGS

NTUA CIP Priority 5

Ft. Huachuca Water Treatment Plant (Total Budget: \$1,875,000)

\$1,875,000

Unmet need water and waste water over five years to \$112,000,000 and \$148,000,000 other USGS

NTUA CIP Priority 6

Rayada Water Treatment Plant (Total Budget: \$1,875,000)

\$1,875,000

Unmet need water and waste water over five years to \$112,000,000 and \$148,000,000 other USGS

NTUA CIP Priority 7

Yuma and Cordoba

\$500,000

\$500,000

Benefits of chapters, improves system reliability. Based on NTUA CIP

NTUA CIP Priority 8

Shoshone WWTW Phase 1 (Total Budget: \$18,151,210)

\$8,000,000

Priority for NTUA, WWS leverage USDA funds.

NTUA CIP Priority 9

Pitkin Stream Station Upgrade

\$375,000

\$234,000

Unmet need \$11,000,000

NTUA CIP Priority 10

La Brea Station Upgrade

\$1,225,000

\$250,000

\$270,000

\$275,000

\$230,000

Unmet need \$11,000,000

NTUA CIP Priority 11

Pueblo Upgrade

\$875,000

\$190,000

\$220,000

\$220,000

\$180,000

Unmet need \$11,000,000

NTUA CIP Priority 12

Pueblo Upgrade

\$875,000

\$190,000

\$220,000

\$220,000

\$180,000

Unmet need \$11,000,000

NTUA CIP Priority 13

Pueblo Upgrade

\$875,000

\$190,000

\$220,000

\$220,000

\$180,000

Unmet need \$11,000,000

NTUA CIP Priority 14

Pueblo Upgrade

\$875,000

\$190,000

\$220,000

\$220,000

\$180,000

Unmet need \$11,000,000

NTUA CIP Priority 15

Vero Replacement

\$750,000

\$125,000

\$125,000

\$125,000

\$125,000

Unmet need \$11,000,000

NTUA CIP Priority 16

Reynolds Water Upgrade

\$1,100,000

\$150,000

\$300,000

\$300,000

\$300,000

Unmet need \$11,000,000

WWS/NTUA

Holbrook Water Improvements

\$300,000

\$0

\$0

\$0

\$0

Unmet need \$11,000,000

NTUA CIP Priority 17

Chino WTP Phase 1 (Total Budget: \$6,430,000)

\$6,430,000

\$0

\$1,950,000

\$2,804,000

\$0

Unmet need \$3,500,000

Planning

\$0

\$0

Unmet need \$3,500,000

Local Development

Indian Health Service (IHS) Projects - 2018

Unmet need \$3,500,000

Phase 1 Additional Well

\$1,000,000

\$412,000

\$400,000

Unmet need \$3,500,000

Phase 2 Additional Well

\$400,000

\$400,000

Unmet need \$3,500,000

Rock Point West Well, Est

\$2,000,000

\$2,000,000

Unmet need \$3,500,000

Secondary Storage Station Upgrade

\$104,000

\$104,000

Unmet need \$3,500,000

Regional Development

\$0

\$0

Unmet need \$3,500,000

Regional Development

San Juan Extension

\$1,000,000

\$0

\$1,000,000

Unmet need \$3,500,000

Regional Development

Chapter Water CIP Phase - 2017

\$600,000

\$600,000

Unmet need \$3,500,000

Regional Development

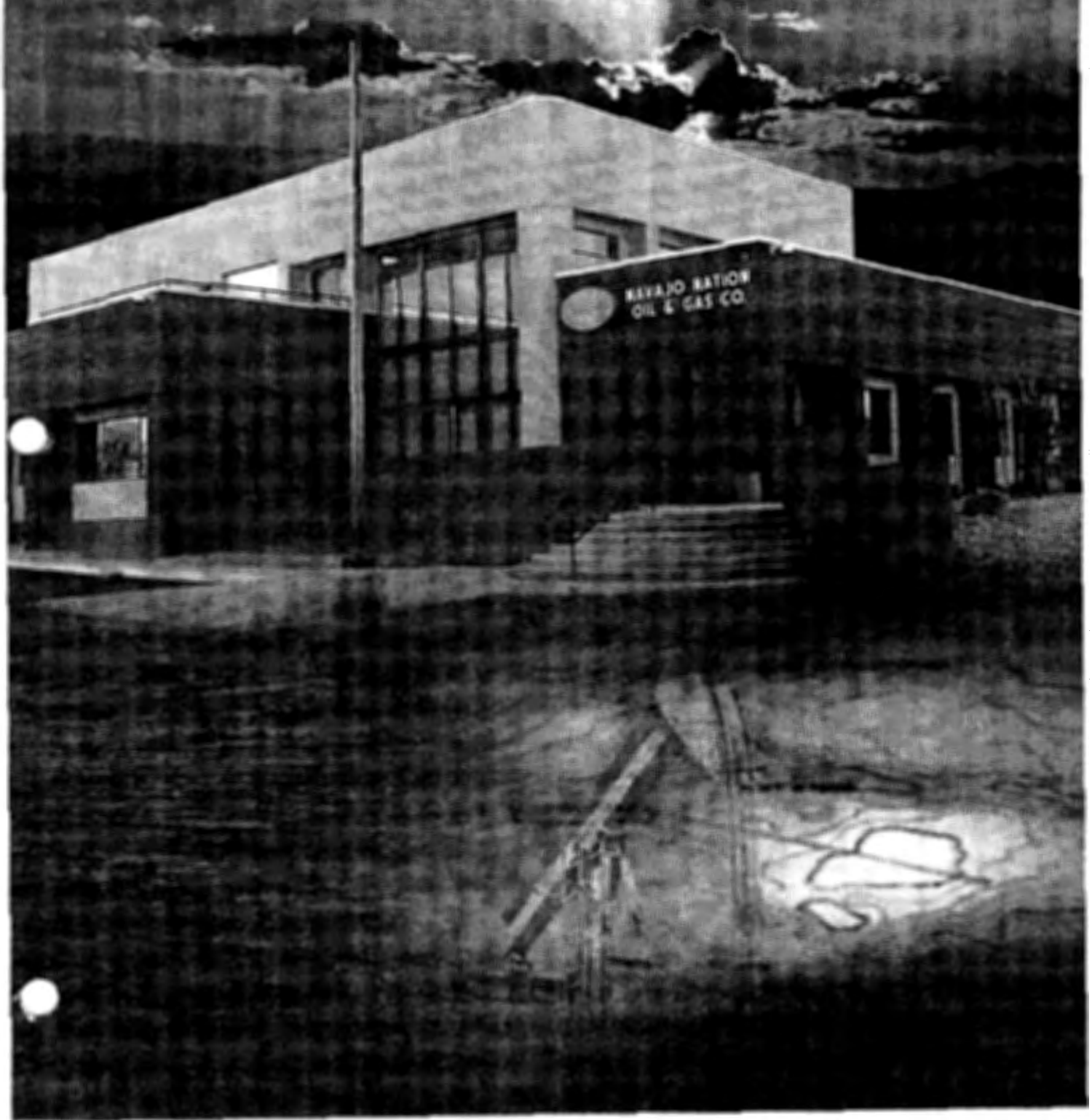
Lake Powell Station (Part of Western Slope Pipeline)

\$6,875,100

Navajo Nation Oil and Gas Co

Proposal Prepared for Navajo Nation

Submitted September 7, 2015



NAVAJO NATION OIL & GAS COMPANY

A Federal Corporation

Post Office Box 4439 • Window Rock, Arizona • 86515

Telephone (928) 871-4880 • FAX (928) 871-4882



September 2, 2015

Honorable Seth Damon, Committee Chair
Budget and Finance Committee
23rd Navajo Nation Council
Post Office Box 3390
Window Rock, AZ 86515

Subject: Twin Arrows Proposal Letter

Dear Honorable Seth Damon,

The Navajo Nation Oil & Gas Company (NNOGC), through its subsidiary, Navajo Petroleum, is pleased to provide a letter of proposal and attachments to demonstrate the readiness of the project to move forward with the investment of the Budget and Finance Committee through use of the Permanent Trust Fund interest income. The Twin Arrows Travel Center is project ready and will require upwards of six million dollars (\$6,000,000) toward its completion. The funds will be used toward site and building construction.

The project initially began in 2012 with a letter of intent submitted to the Navajo Nation Gaming Enterprise (NNGE). Identifying funding to complete the project was part of what previously prevented it from moving forward, primarily since the water, sewer, electric, and telecommunications infrastructure previously didn't exist. With the success and advancement of the nearby Twin Arrows Navajo Casino and Resort (TANCR), the Twin Arrows Travel Center is now a more feasible project, having expanded the original idea of the project to include a convenience store, service station, tobacco shop, trucker service center with separate diesel island and parking lot for truckers. The expanded concept is projected to be a profitable venture having been agreed upon between NNGE, NNOGC, and the contractors.

NNOGC commissioned a recent schematic design and feasibility study, which covered all land surveys, environmental, archaeological and geotechnical studies, and a market study. The market study, a "Retail Site Analysis", conducted by IMST Corporation, is attached for your review. This study projects that the expanded concept, if built with all of the amenities and product offerings will not only complement the existing TANCR, but will also attract many new visitors. Additionally, NNOGC and its contractors have conducted independent research on tribal smoke shops in Southern Arizona, formulating analysis and forecasting the tobacco shop to be a highly profitable venture which will further contribute to the Navajo Nation's tax base.

The maximum cost estimate of the expanded concept, excluding off-site utilities, is approximately \$8.5 million. With the assistance of a partner, NNOGC will be able to raise the remaining balance needed to construct the Twin Arrows Travel Center. Any agreements to finance, build, operate and manage the Twin Arrows Travel Center will include provisions for NNOGC to eventually own 100% of the facility. NNOGC continually works to fully recover from the financial downturn experienced with the lower price of oil. Identifying solutions with the Navajo Nation will ensure NNOGC strengthens its ability to operate a profitable business.

The Twin Arrows Travel Center is currently on a fast track toward completion and is in Phase II of the Architectural and Engineering Services for Design Development and Construction Document Services. Having identified funding through the Permanent Trust Fund interest income and with its partners,

NNOGC is now ready to complete the project it began, aiming to start construction on or about November 18, 2015, concluding on or about June 17, 2016.

NNOGC appreciates consideration and partnership with the Budget and Finance Committee to ensure this project is completed to further circulate and stimulate capital and economic multiplier effects, for the benefit of the Navajo people. As stated in the mission statement of NNOGC, it is our hope to continue to "Maximize resources for the benefit of the Navajo Nation with respect for Mother Earth." Please contact me should you have any questions. I can be reached at (928)871-4880 or via email at ldenetsosie@nnogc.com.

Sincerely,



Louis Denetsosie
President and CEO



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SECTION B: Board Shareholder Resolutions

RESOLUTION OF THE BOARD OF DIRECTORS OF THE NAVAJO NATION OIL AND GAS COMPANY

No. 282 Requesting the Budget and Finance Committee and the Navajo Nation Council to Approve \$6 Million for Development of the Twin Arrows Travel Center as Part of the Five Year Plan of Expenditure of Permanent Fund Income

WHEREAS:

1. The Navajo Nation Oil and Gas Company ("NNOGC") is a wholly owned corporation of the Navajo Nation organized under section 17 of the Indian Reorganization Act, as amended, and charged with developing and operating a profitable integrated oil and gas company for the benefit of the Navajo Nation; and
 2. After discussions in 2011-2012, NNOGC and the Navajo Nation Gaming Enterprise ("NNGE") entered into an agreement whereby NNOGC was granted by NNGE the first preference to build a convenience store ("c-store") and service station at the interchange to the Twin Arrows Navajo Casino and Resort; and
 3. In April 2012, NNOGC, acting through its subsidiary Navajo Petroleum LLC, published a request for qualifications and in May 2012, selected a joint venture formed by Architekton, Cochise Contractors and Arrow Indian Contractors (the "Contractors") to design and build the c-store project as a supporting business of the Twin Arrows Navajo Casino and Resort; and
 4. In August 2012, the c-store project was suspended due to NNOGC's failure to achieve a feasible and acceptable project cost for the design-build project and the lack of funds to bring water, sewer, electric, and telecommunications infrastructure to the site; and
 5. For Fiscal Year 2014, the Board of Directors included in its annual budget funds to construct a c-store and service station project at the Twin Arrows interchange ("c-store project"); and
 6. In June 2013, the Navajo Nation Council approved legislation providing for a waiver of Fuel Excise Taxes for the specific purpose of NNOGC using the funds attributable to the tax waiver to pay for off-site utilities for the Twin Arrows c-store project; and
 7. Through no fault of the Contractors, the project was again delayed for two years due to NNOGC's internal strife and the necessity to pay outstanding debt after NNOGC's borrowing base was significantly reduced by its lenders; and
 8. In April 2015, the NNOGC Board of Directors and management, as requested by NNOGC's shareholder representatives, defined goals and objectives to restore stability and grow the company, and among those goals and objectives was the construction of the c-store and service station project at Twin Arrows; and
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9. On June 1, 2015, the NNOGC Board authorized management to continue to work with the Contractors pursuant to the 2012 RFQ and selection and to plan and design a project that will enhance the experience of visitors to the Twin Arrows Navajo Casino and Resort; and

10. Working in partnership with the Navajo Nation Gaming Enterprise, NNOGC and the Contractors have agreed on the concept of an expanded, best-in-class travel center ("Twin Arrows Travel Center") to be constructed at the Twin Arrows interchange, such project to consist of a c-store, service station, tobacco shop, trucker service center and a separate diesel island and parking lot for truckers; and

11. On July 7, 2015, NNOGC commissioned a schematic design and feasibility study, and such study covered all land surveys, environmental, archaeological and geotechnical studies, and a market study ("Retail Site Analysis"); and

12. The Retail Site Analysis performed by IMST Corporation forecasts that the Twin Arrows Travel Center, if built, with all the amenities and product offerings under the expanded travel center concept plus its proximity to the Twin Arrows Navajo Casino and Resort, will be a profitable venture and attract many new visitors to the Navajo Casino and Resort; and

13. NNOGC and its Contractors, based on independent research of tribal smoke shops in Southern Arizona, have formulated their own analysis and forecast which indicates that the Twin Arrows Travel Center will be a highly profitable venture for NNOGC that will add to the Navajo Nation's tax base; and

14. On August 12, 2015, NNOGC signed a proposal to have the Contractors commence the architecture, engineering and specifications for the project. The intention is to have the Contractors construct this project in a "Fast Track" manner. Once the \$6 Million dollars is funded for the Twin Arrows Travel Center, construction is intended to start on or about November 18, 2015, and conclude on or about June 17, 2016; and

15. In July 2015, NNOGC provided presentations to the Budget and Finance Committee of the Navajo Nation Council to aid the Committee in its preparation of a Five Year Plan of expenditure of Permanent Fund income (the "Five Year Plan"), which is provided for in the Permanent Fund Plan of Operation; and

16. As part of its presentation, NNOGC requested the amount of \$6,000,000 in the first year of the Five Year Plan to cover the planning, design and construction of the Twin Arrows Travel Center; and

17. The maximum cost estimate prepared by the contractors to construct the Twin Arrows Travel Center, excluding off-site utilities, is approximately \$8.5 million; and

18. NNOGC, with assistance of a partner, will be able to raise the balance of funds needed to construct the Twin Arrows Travel Center, if granted \$6,000,000 as part of the Five Year Plan; and

19. Any agreements to finance, build, operate and manage the Twin Arrows Travel Center will include provisions for NNOGC to eventually own 100% of the facility; and

20. NNOGC is aware that the Five Year Plan will be considered by the Navajo Nation Council in the fall of 2015; and

21. It is in the best interest of NNOGC, the Navajo Nation Gaming Enterprise, and the Navajo Nation that the Twin Arrows Travel Center be funded in the amount of \$6,000,000 in the first year of the proposed Five Year Plan.


NOW THEREFORE BE IT RESOLVED THAT:

1. The Board of Directors of the Navajo Nation Oil and Gas Company hereby requests, in the best interest of NNOGC, the Navajo Nation Gaming Enterprise, and the Navajo Nation, that the Budget and Finance Committee of the Navajo Nation Council and the 23rd Navajo Nation Council approve a Five Year Plan of Expenditure of Permanent Fund Income to include \$6,000,000 for NNOGC for the Twin Arrows Travel Center in year one of the Five Year Plan.

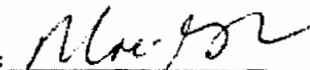
2. Management is hereby authorized and directed to take such steps as are reasonable and necessary in order to carry out the intent of this Resolution.

CERTIFICATION

I hereby certify that the foregoing resolution was considered at a duly called meeting of the Board of Directors of the Navajo Nation Oil and Gas Company, at which a quorum was present at the Quality Inn, Window Rock, Navajo Nation (Arizona), and that the same was passed by vote of 5 in favor, 0 opposed, and 0 abstained, this 22nd day of August, 2015.


Leonard Elisofie, Chairperson

Attest:


Mae-Gilene Begay, Secretary

**RESOLUTION OF THE
SHAREHOLDER REPRESENTATIVES OF THE
NAVAJO NATION OIL AND GAS COMPANY**

No. 2015-06 Requesting the Budget and Finance Committee and the Navajo Nation Council to Approve \$6 Million for Development of the Twin Arrows Travel Center as Part of the Five Year Plan of Expenditure of Permanent Fund Income

WHEREAS:

1. The Navajo Nation Oil and Gas Company ("NNOGC") is a wholly owned corporation of the Navajo Nation organized under section 17 of the Indian Reorganization Act, as amended, and charged with developing and operating a profitable integrated oil and gas company for the benefit of the Navajo Nation; and
 2. The Federal Charter of Incorporation ("Charter") of NNOGC provides that the rights of the Navajo Nation as sole shareholder "shall be exercised by eleven (11) shareholder representatives, composed of one member from each of the eleven (11) standing committees of the Navajo Nation Council or their successor committees, in accordance with . . . applicable tribal law," and that "[s]even shareholder representatives shall constitute a quorum for any meeting of the shareholders." Charter Art. V(D), X(D); and
 3. After discussions in 2011-2012, NNOGC and the Navajo Nation Gaming Enterprise ("NNGE") entered into an agreement whereby NNOGC was granted by NNGE the first preference to build a convenience store ("c-store") and service station at the interchange to the Twin Arrows Navajo Casino and Resort; and
 4. In April 2012, NNOGC, acting through its subsidiary Navajo Petroleum LLC, published a request for qualifications and in May 2012, selected a joint venture formed by Architekton, Cochise Contractors and Arrow Indian Contractors (the "Contractors") to design and build the c-store project as a supporting business of the Twin Arrows Navajo Casino and Resort; and
 5. In August 2012, the c-store project was suspended due to NNOGC's failure to achieve a feasible and acceptable project cost for the design-build project and the lack of funds to bring water, sewer, electric, and telecommunications infrastructure to the site; and
 6. For Fiscal Year 2014, the Board of Directors included in its annual budget funds to construct a c-store and service station project at the Twin Arrows interchange ("c-store project"); and
 7. In June 2013, the Navajo Nation Council approved legislation providing for a waiver of Fuel Excise Taxes for the specific purpose of NNOGC using the funds attributable to the tax waiver to pay for off-site utilities for the Twin Arrows c-store project; and
-

8. Through no fault of the Contractors, the project was again delayed for two years due to NNOGC internal strife and the necessity to pay outstanding debt after NNOGC's borrowing base was significantly reduced by its lenders; and

9. In April 2015, the NNOGC Board of Directors and management, as requested by NNOGC's shareholder representatives, defined goals and objectives to restore stability and grow the company, and among those goals and objectives was the construction of the c-store and service station project at Twin Arrows; and

10. On June 1, 2015, the NNOGC Board authorized management to continue to work with the Contractors pursuant to the 2012 RFQ and selection and to plan and design a project that will enhance the experience of visitors to the Twin Arrows Navajo Casino and Resort; and

11. Working in partnership with the Navajo Nation Gaming Enterprise, NNOGC and the Contractors have agreed on the concept of an expanded, best-in-class travel center ("Twin Arrows Travel Center") to be constructed at the Twin Arrows interchange, such project to consist of a c-store, service station, tobacco shop, trucker service center and a separate diesel island and parking lot for truckers; and

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15. On August 12, 2015, NNOGC signed a proposal to have the Contractors commence the architecture, engineering and specifications for the project. The intention is to have the Contractors construct this project in a "Fast Track" manner. Once the \$6 Million dollars is funded for the Twin Arrows Travel Center, construction is intended to start on or about November 18, 2015, and conclude on or about June 17, 2016; and

16. In July 2015, NNOGC provided presentations to the Budget and Finance Committee of the Navajo Nation Council to aid the Committee in its preparation of a Five Year Plan of expenditure of Permanent Fund income (the "Five Year Plan"), which is provided for in the Permanent Fund Plan of Operation; and

17. As part of its presentation, NNOGC requested the amount of \$6,000,000 in the first year of the Five Year Plan to cover the planning, design and construction of the Twin Arrows Travel Center; and

18. The maximum cost estimate prepared by the contractors to construct the Twin Arrows Travel Center, excluding off-site utilities, is approximately \$8.5 million; and

19. NNOGC, with assistance of a partner, will be able to raise the balance of funds needed to construct the Twin Arrows Travel Center, if granted \$6,000,000 as part of the Five Year Plan; and

20. Any agreements to finance, build, operate and manage the Twin Arrows Travel Center will include provisions for NNOGC to eventually own 100% of the facility; and

21. The NNOGC shareholder representatives are aware that the Five Year Plan will be considered by the Navajo Nation Council in the fall of 2015 and the NNOGC Board of Directors has approved by Resolution No. 282, attached hereto as Exhibit "A," a request to the Budget and Finance Committee of the Navajo Nation Council and the 23rd Navajo Nation Council to approve \$6,000,000 for the Twin Arrows Travel Center in the first year of the Five Year Plan, in the best interest of NNOGC, NNGE and the Navajo Nation; and

22. The NNOGC Shareholder Representatives have also determined that it is in the best interest of NNOGC, the NNGE, and the Navajo Nation that the Twin Arrows Travel Center be funded in the amount of \$6,000,000 in the first year of the proposed Five Year Plan.

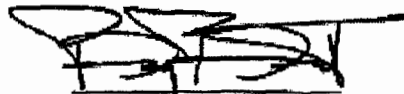
NOW THEREFORE BE IT RESOLVED THAT:

1. The Company's Shareholder Representatives, representing the Navajo Nation as sole shareholder of the Company, hereby request, in the best interest of NNOGC, the Navajo Nation Gaming Enterprise, and the Navajo Nation, that the Budget and Finance Committee of the Navajo Nation Council and the 23rd Navajo Nation Council approve a Five Year Plan of expenditure of Permanent Fund income to include \$6,000,000 for NNOGC for the Twin Arrows Travel Center in year one of the Five Year Plan.

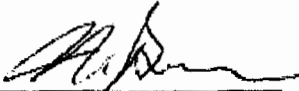
CERTIFICATION

I hereby certify that the foregoing resolution was considered at a duly called meeting of the Shareholder Representatives of the Navajo Nation Oil and Gas Company at which a quorum was present at the Quality Inn, Window Rock, Navajo Nation (Arizona), and that the same was passed by vote of 8 in favor, 0 opposed, and 0 abstained, this 22nd day of August, 2015.

Motion: Otto Tso
Second: Nathaniel Brown

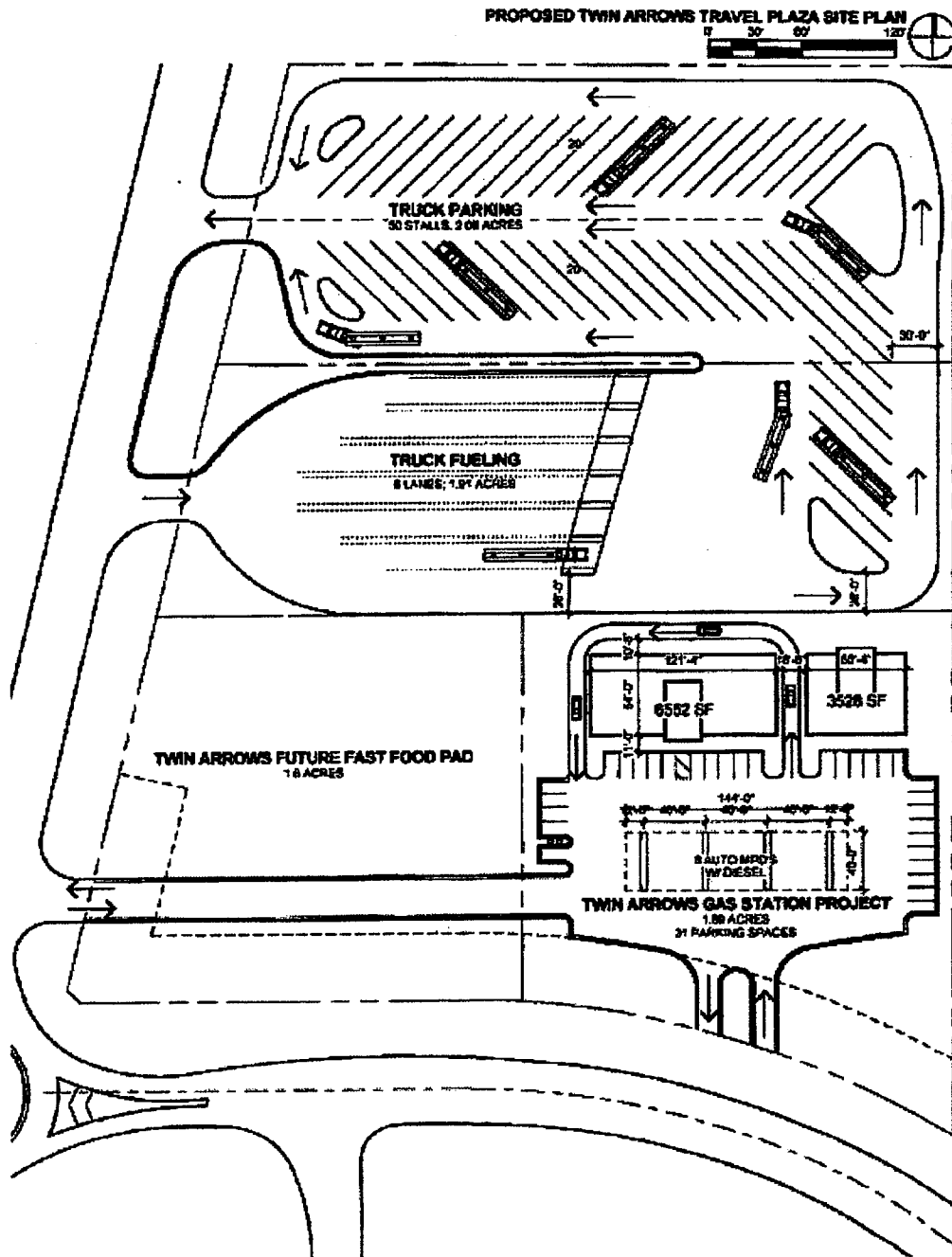


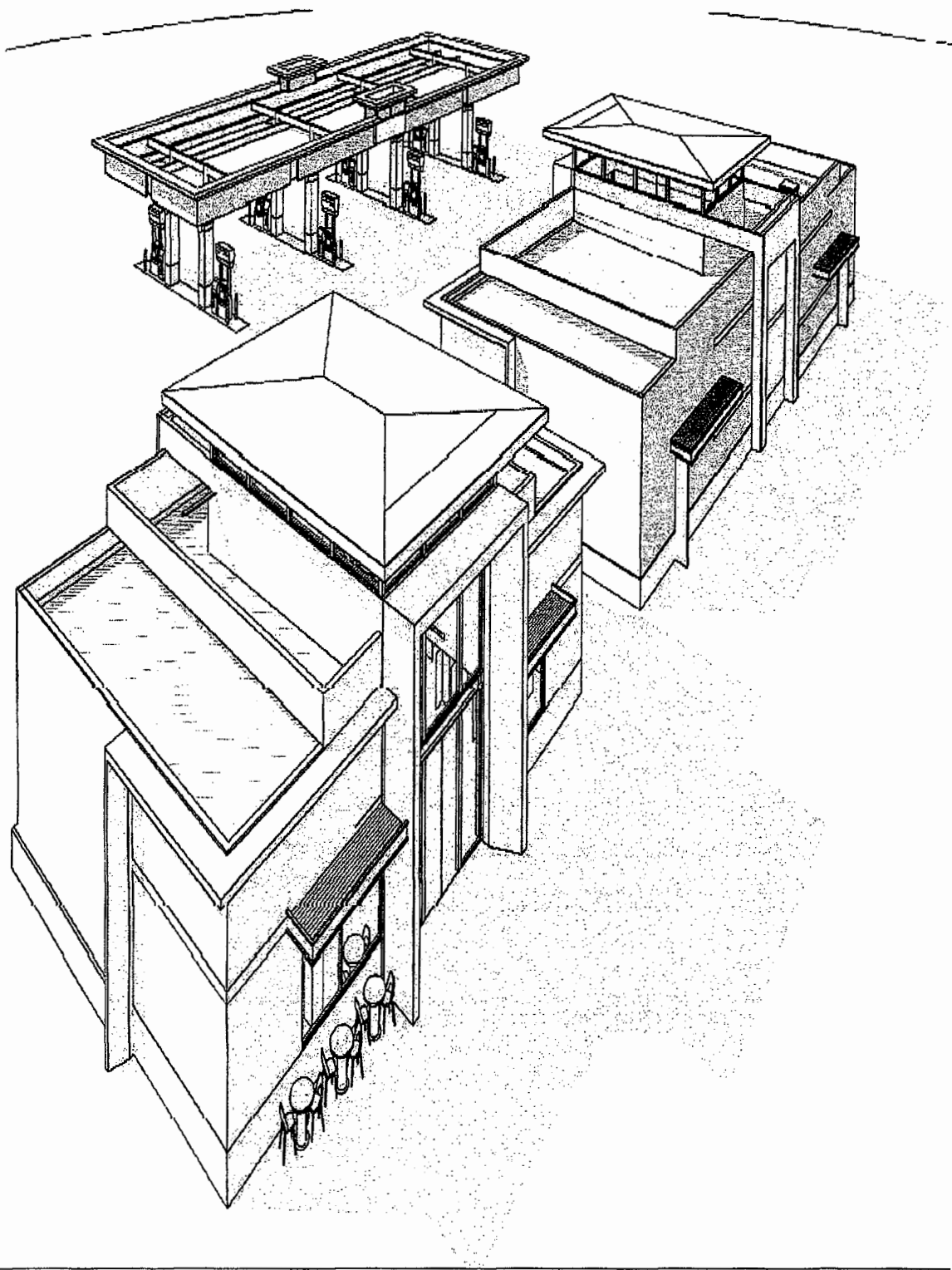
Benjamin Bennett
Chairperson

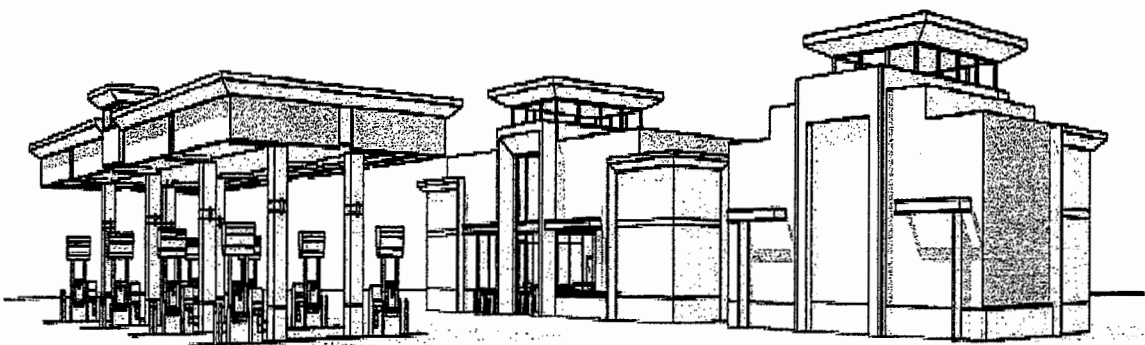
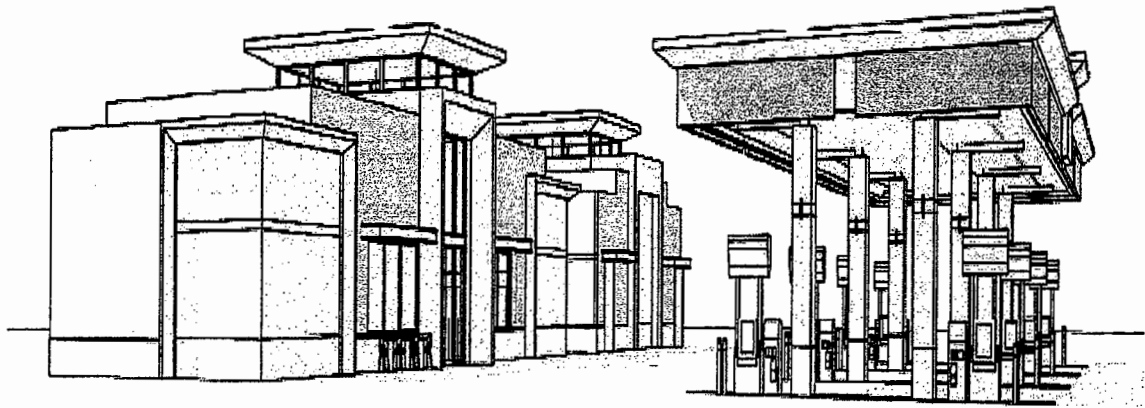
Attest: 

Nathaniel Brown
Secretary

SECTION C: TWIN ARROWS CONVENIENCE STORE SITE PLAN AND CONCEPT







SECTION D: Presentation

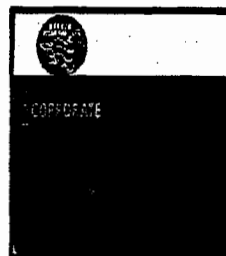
PTF - 1st Year

▶ Twin Arrows C-Store Service Station \$6,000,000



▶ Navajo Nation Oil and Gas Co

NNOGC Partners and Programs



Navajo Nation Oil and Gas Co

Facility Amendities

Facility Development Strategy: Twin Arrows Convenience Center

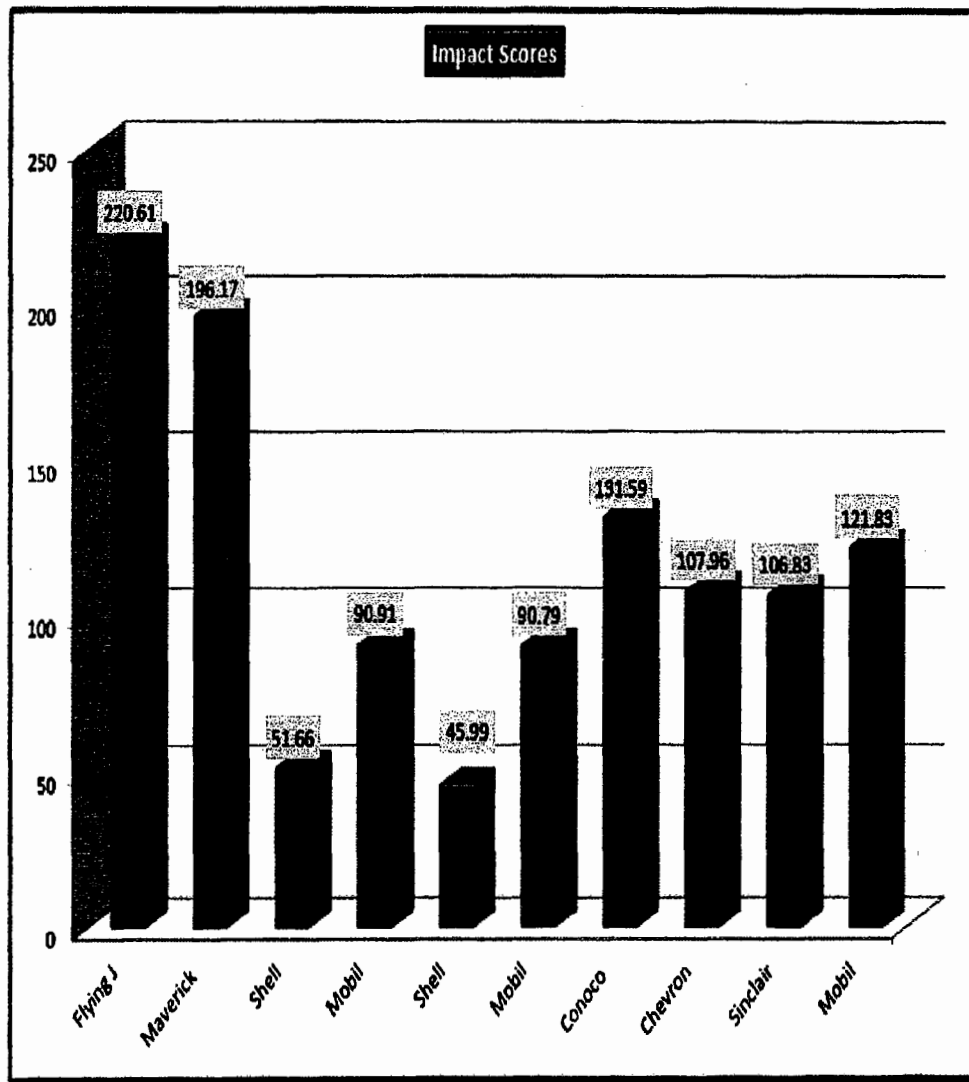
Name:	Twin Arrows Convenience Center	Brand:	Brand	Case #	1
Location:	Interstate 40 (Exit #219) and Twin Arrows Road	Intersection:	NE		
Type:	Fuel Convenience Center	Impact:	262.2		

Forecourt & Exterior				Posted Prices	
8	MPD's	Updated	Canopy	Unleaded	\$2.75 ⁰
	Electronic	Pay	Air/Water	Midgrade	
16	# of Gas Hoses	Yes	CRIND's	Premium	
3	# of Gas Grades	8	Brand Sign Facings	Diesel	\$2.76 ⁰
16	# of Fueling Positions	4	Price Sign Facings	Other	
20	# of Diesel Hoses	Yes	Pre Pay Fuel	Strategy	
6	# of Truck Lanes	4	# of Access Points		-0.10
	# of Kerosene Hoses	Average	Visibility		-0.10
	# of E-85 Hoses	Circle	Traffic Regulation	Competitive Impact	
	# of EV Stations	Ltd Access	Road Configuration	Gasoline Score	105.5
36	# of Self Service Hoses	Average	On Site Movement	Diesel Score	33.5
	# of Full Service Hoses	75	Posted Speed	Convenience Store Score	109.8
Stacked	Fuel Configuration	6,000	Size of Store	Fast Food Score	20.0
	# of Truck Scales	20	Up Front Parking		
None	Car Wash	100	Truck Parking Spaces		

Convenience Store					
16	Walk In Cooler Doors	Excellent	Maintenance	Expanded	Restrooms
	Reach In Cooler Doors	Excellent	Interior Lighting	Excellent	Snack Merchandising
Yes	LED Cooler Lighting	Excellent	Interior Signage	Excellent	Tobacco Merchandising
	Walk In Freezer Doors	Excellent	Fountain Beverage	Full	Credit/Debit Card
1	Reach In Freezer Doors	Average	Frozen/Specialty	24	Hours of Operation
1	Open Coolers	Excellent	Coffee Bar	3	Cashier Stations
1	Interior Ice Doors		Beer/Wine Doors	Yes	Lottery
2	Exterior Ice Doors		Beer Cave	Yes	ATM
1	Novelty Freezers		Fast Food Brand	Yes	Uniforms
Average	Interior Visibility	Pizza/Deli	Fast Food		Customer Service/Experience
Yes	Trucker Merchandise	Yes	Laundry		
Yes	Showers	Yes	Lounge		

Navajo Nation Oil and Gas Co

Competitive Analysis Summary



Navajo Nation Oil and Gas Co

Twin Arrows Proposal

► Cost 6.0 Million

Average Monthly Projections			
	Year 1	Year 2	Year 3
Gasoline Volume (Gallons)	215,109	221,106	223,928
Diesel Volume (Gallons)	365,062	376,689	382,950
Convenience Center Sales (Dollars)	\$260,536	\$268,908	\$272,250

LOW	Year 1	Year 2	Year 3
Gasoline Volume (Gallons)	188,371	193,819	196,974
Diesel Volume (Gallons)	310,214	331,433	340,658
Convenience Center Sales (Dollars)	\$235,974	\$239,433	\$242,348

HIGH	Year 1	Year 2	Year 3
Gasoline Volume (Gallons)			
Diesel Volume (Gallons)			
Convenience Center Sales (Dollars)			



Navajo Nation Oil and Gas Co

Twin Arrows Projected Employment

► Navajo Sub-Contractors and Employees

Building Projects		
Surveyors	5 Steel	10
Grading & Excavation	10 Roofing	10
Concrete	20 Framing & Drywall	20
Paving	20 Woodwork & Trim	20
Plumbing	30 Ceilings	5
Mechanical	20 Painting	20
Electrical	20 Tile & Stone	20
Masonry	20 Clean up	5
Stucco	20 TOTAL	265

Utility Extension		
Surveyors	5 Plumbing	20
Grading & Excavation	20 Electrical	10
Concrete	5 Clean up	5
Paving	5 Total	70

Store Employees		
Store Manager	2 Deli Helper	2
Assistant Manager	2 Sales Associate	30
Shift :Leaders	4 Restocker	6
Deli Lead	2 Total	48

Grand Total 383



Navajo Nation Oil and Gas Co

GMP Schedule of Values

08/26/2015

Site Plan Layout 'A'

Design, Entitlements, Construction Documents and Permitting Phases	\$390,000
Construction Cost Phases (Budget)	
DESCRIPTION OF WORK	Scheduled Value
OFF SITE UTILITY TAPS AND SERVICES (Budget)	\$1,931,000
OFF SITE PAVING AND SURFACE IMPROVEMENTS (Budget)	\$201,100
C-STORE / SMOKE SHOP BUILDING / ON SITE IMPROVEMENTS (Budget)	\$2,642,040
AUTOMOBILE	
CANOPY	\$773,000
TRUCKER SERVICES BUILDING / TRUCK FUELING ON SITE IMPROVEMENTS (Budget)	\$946,720
TRUCK FUELING SITE w/ CANOPY w/ TANKS, Elect, LED Lights & Footings	\$1,073,540
TRUCKER PARKING AREA ON SITE IMPROVEMENTS (Budget)	\$273,600
HIGH RISE ADVERTISING SIGNAGE BUDGET	\$400,000
Merchandise, Fuel & Start Up - BUDGET	\$400,000
Fueling Project Construction Budget w/ FF&E and Equip.:	\$6,710,000
CONTRACTOR SUPERVISION, O/P, FINAL CLEANING, ETC. (8.5%)	\$555,000
Total Project Construction Budget / FF&E:	\$7,265,000
Arch. P.M., Develop. Coord., Contract & Const. Admin. Fee	\$210,000
6 Acre Fueling Project Improvements Grand Total:	\$7,865,000
Construction Grand Total w/ Utility Extensions to the Project Site:	\$9,791,000
Excluded Items to be Provided by Owner:	
Sales Tax, Utility Connection Fees, Application Fees, Permits & Bonds are Excluded	



Navajo Nation Oil and Gas Co

Twin Arrows Tax Projections

Tax Generation \$	Month	Year
Convenience Store Sales, + 7% tax in profit	\$8,649	\$103,788
Tobacco	\$18,000	\$216,000
Beer & Wine	\$0	\$0
Starbucks	\$3,099	\$37,188
Gasoline	\$38,720	\$464,640
Diesel	\$58,410	\$700,920
Total	\$126,878	\$1,522,536

▶ Navajo Nation Oil and Gas Co

IMST Mid Range Statement

Pro Forma Income Statement

Prepared by IMST Corp.

Twin Arrows Convenience Center

Interstate 40 (Exit #219) and Twin Arrows Road

SALES PER MONTH (Monthly Average)		YEAR 1	YEAR 2	YEAR 3
Gasoline Volume (Gallons)		215,109	221,106	223,928
Diesel Volume (Gallons)		365,062	376,689	382,950
Convenience Sales		\$216,262	\$223,580	\$226,426
Fast Food Sales		\$44,274	\$45,328	\$45,824
MARGIN PER MONTH				
Gasoline (CPG)	\$0.155	\$33,342	\$34,271	\$34,709
Diesel (CPG)	\$0.205	\$74,838	\$77,221	\$78,505
Convenience Sales	32.0%	\$69,204	\$71,546	\$72,456
Fast Food Sales	65.0%	\$28,778	\$29,463	\$29,786
Total Gross Margin		\$206,162	\$212,501	\$215,456
OPERATING EXPENSES PER MONTH				
	% of Total Gross Margin \$			
Wages	25.00%	\$51,540	\$53,125	\$53,864
Payroll Taxes	2.00%	\$4,123	\$4,250	\$4,309
Workers Compensation	0.90%	\$1,855	\$1,913	\$1,939
Health Insurance	2.00%	\$4,123	\$4,250	\$4,309
Utilities	8.00%	\$16,493	\$17,000	\$17,236
Property Taxes, Licenses	2.50%	\$5,154	\$5,313	\$5,386
Business Insurance	1.50%	\$3,092	\$3,188	\$3,232
Equipment Rent	0.60%	\$1,237	\$1,275	\$1,293
Communications	0.90%	\$1,855	\$1,913	\$1,939
Credit Card Fees	8.70%	\$17,936	\$18,488	\$18,745
Repairs & Maintenance	5.20%	\$10,720	\$11,050	\$11,204
Supplies	1.90%	\$3,917	\$4,038	\$4,094
Advertising & Promotion	1.10%	\$2,268	\$2,338	\$2,370
Cash Short and Over	0.60%	\$1,237	\$1,275	\$1,293
Total Operating Expenses	60.9%	\$125,552	\$129,413	\$131,212
NET PROFIT				
Monthly Net Profit Before Tax & Other Expenses		\$80,609	\$83,088	\$84,243
Annual Net Profit Before Tax & Other Expenses		\$967,310	\$997,057	\$1,010,917

Navajo Nation Oil and Gas Co

IMST Low Range Statement

Pro Forma Income Statement

Prepared by IMST Corp.

Twin Arrows Convenience Center

LOW

Interstate 40 (Exit #219) and Twin Arrows Road

SALES PER MONTH (Analytical Low)		YEAR 1	YEAR 2	YEAR 3
Gasoline Volume (Gallons)		188,371	193,819	196,974
Diesel Volume (Gallons)		310,214	331,433	340,658
Convenience Sales		\$198,031	\$200,460	\$202,946
Fast Food Sales		\$37,943	\$38,973	\$39,402
MARGIN PER MONTH				
Gasoline (CPG)	\$0.155	\$29,198	\$30,042	\$30,531
Diesel (CPG)	\$0.205	\$63,594	\$67,944	\$69,835
Convenience Sales	32.0%	\$63,370	\$64,147	\$64,943
Fast Food Sales	65.0%	\$24,663	\$25,332	\$25,611
Total Gross Margin		\$180,824	\$187,465	\$190,920
OPERATING EXPENSES PER MONTH				
	% of Total Gross Margin \$			
Wages	25.00%	\$45,206	\$46,866	\$47,730
Payroll Taxes	2.00%	\$3,616	\$3,749	\$3,818
Workers Compensation	0.90%	\$1,627	\$1,687	\$1,718
Health Insurance	2.00%	\$3,616	\$3,749	\$3,818
Utilities	8.00%	\$14,466	\$14,997	\$15,274
Property Taxes, Licenses	2.50%	\$4,521	\$4,687	\$4,773
Business Insurance	1.50%	\$2,712	\$2,812	\$2,864
Equipment Rent	0.60%	\$1,085	\$1,125	\$1,146
Communications	0.90%	\$1,627	\$1,687	\$1,718
Credit Card Fees	8.70%	\$15,732	\$16,309	\$16,610
Repairs & Maintenance	5.20%	\$9,403	\$9,748	\$9,928
Supplies	1.90%	\$3,436	\$3,562	\$3,627
Advertising & Promotion	1.10%	\$1,989	\$2,062	\$2,100
Cash Short and Over	0.60%	\$1,085	\$1,125	\$1,146
Total Operating Expenses	60.9%	\$110,122	\$114,166	\$116,270
NET PROFIT				
Monthly Net Profit Before Tax & Other Expenses		\$70,702	\$73,299	\$74,650
Annual Net Profit Before Tax & Other Expenses		\$848,427	\$879,587	\$895,796

Navajo Nation Oil and Gas Co

IMST High Range Statement

Pro Forma Income Statement

Prepared by IMST Corp.

Twin Arrows Convenience Center

HIGH

Interstate 40 (Exit #219) and Twin Arrows Road

SALES PER MONTH (Analytical High)	YEAR 1	YEAR 2	YEAR 3
Gasoline Volume (Gallons)	232,769	240,389	244,329
Diesel Volume (Gallons)	383,615	407,188	424,044
Convenience Sales	\$243,556	\$247,550	\$250,724
Fast Food Sales	\$47,023	\$50,351	\$50,907

MARGIN PER MONTH

Gasoline (CPG)	\$0.155	\$36,079	\$37,260	\$37,871
Diesel (CPG)	\$0.205	\$78,641	\$83,474	\$86,929
Convenience Sales	32.0%	\$77,938	\$79,216	\$80,232
Fast Food Sales	65.0%	\$30,565	\$32,728	\$33,090
Total Gross Margin		\$223,223	\$232,678	\$238,121

OPERATING EXPENSES PER MONTH

	% of Total Gross Margin \$			
Wages	25.00%	\$55,806	\$58,169	\$59,530
Payroll Taxes	2.00%	\$4,464	\$4,654	\$4,762
Workers Compensation	0.90%	\$2,009	\$2,094	\$2,143
Health Insurance	2.00%	\$4,464	\$4,654	\$4,762
Utilities	8.00%	\$17,858	\$18,614	\$19,050
Property Taxes, Licenses	2.50%	\$5,581	\$5,817	\$5,953
Business Insurance	1.50%	\$3,348	\$3,490	\$3,572
Equipment Rent	0.60%	\$1,339	\$1,396	\$1,429
Communications	0.90%	\$2,009	\$2,094	\$2,143
Credit Card Fees	8.70%	\$19,420	\$20,243	\$20,717
Repairs & Maintenance	5.20%	\$11,608	\$12,099	\$12,382
Supplies	1.90%	\$4,241	\$4,421	\$4,524
Advertising & Promotion	1.10%	\$2,455	\$2,559	\$2,619
Cash Short and Over	0.60%	\$1,339	\$1,396	\$1,429
Total Operating Expenses	60.9%	\$135,943	\$141,701	\$145,016

NET PROFIT

Monthly Net Profit Before Tax & Other Expenses	\$87,280	\$90,977	\$93,105
Annual Net Profit Before Tax & Other Expenses	\$1,047,363	\$1,091,725	\$1,117,265

Navajo Nation Oil and Gas Co

Twin Arrows Estimated Timeline

▶ Schedule and Deliverables

▶ 6-12 weeks

- ▶ Finalize Schematic Design investigation, start Design and Construction Docs, Financing Package & Documentation, Select Operations Partner, Negotiate Lease Contracts, Finalize the Project Program, Determine the Final Project Budget:

▶ 4 weeks

- ▶ Finalize the Design Development Package for the project and provide a GMP for complete project, Start Appraisals:

▶ 4 weeks

- ▶ Design Development, and ready to submit for a Foundation/Utilities Permit if allowable, Finalize Financing Package:

▶ 4 weeks

- ▶ Full Construction Documents completed to 95%, start Foundation/Utilities if allowed, submit for Complete Permits:

▶ 4 weeks

- ▶ Full Permits issued, Foundation/Utilities should be completed, Start Construction for balance of project:

▶ 4 weeks

- ▶ Complete Substantial Construction on the project:

▶ 20 weeks

- ▶ Complete Final Construction & Final Contracts on the project:

▶ 4 weeks

- ▶ Training, Stocking & Opening:

▶ **Total: 40-48 weeks**

▶ Navajo Nation Oil and Gas Co

SECTION E: LEGAL DESCRIPTION AND BOUNDARY SURVEY

LEGAL DESCRIPTION

Exhibit A

#12099

2/27/2014

A parcel of land lying within Section 31, Township 21 North, Range 11 East, of the Gila and Salt River Meridian, Coconino County, Arizona, described as follows:

Commencing at a found capped rebar "LS 18548" on the west line of a parcel of land as described in Inst. #3583565, and as shown on an ALTA/ACSM Land Title Survey, Inst. #3579834, Official Records of Coconino County, from which a calculated point at the southwest corner of said parcel bears South 00°23'55" East, 1319.40 feet;

Thence along the west line of said parcel, South 00°23'55" East, 448.08 feet;

Thence leaving said west line, and along the southerly line of an easement as described in Inst. #3570618, Official Records of Coconino County, South 77°07'51" East, 108.17 feet;

Thence continuing along said southerly line, North 62°50'04" East, 17.47 feet to the **TRUE POINT OF BEGINNING**;

Thence continuing along said southerly line, North 62°50'04" East, 195.57 feet;

Thence continuing along said southerly line, North 54°55'53" East, 140.82 feet;

Thence continuing along said southerly line, North 77°42'14" East, 112.10 feet;

Thence continuing along said southerly line, North 60°59'04" East, 159.98 feet to a point on the west line of a parcel of land as described in Inst. #3670138, Official Records of Coconino County.

Thence along said west line, South 00°23'27" East, 530.57 feet to a point on the northerly line of an Ingress/Egress easement as described in Inst. #3570616, Official Records of Coconino County, said point being the beginning of a non-tangent curve concave to the southwest, from which the radius point bears South 33°40'39" West, 570.00 feet, and having a central angle of 34°02'32";

Thence westerly along said easement line, and along said curve, 338.66 feet;

Thence continuing along said easement line, South 89°38'05" West, 249.98 feet;

Thence continuing along said easement line, North 38°44'53" West, 12.42 feet;

Thence continuing along said easement line, North 12°52'09" East, 159.14 feet to the **TRUE POINT OF BEGINNING**;

Together with an Ingress, Egress and Utility easement as described in Inst. #3570614, Official Records of Coconino County.

Containing 4.06 acres, more or less.

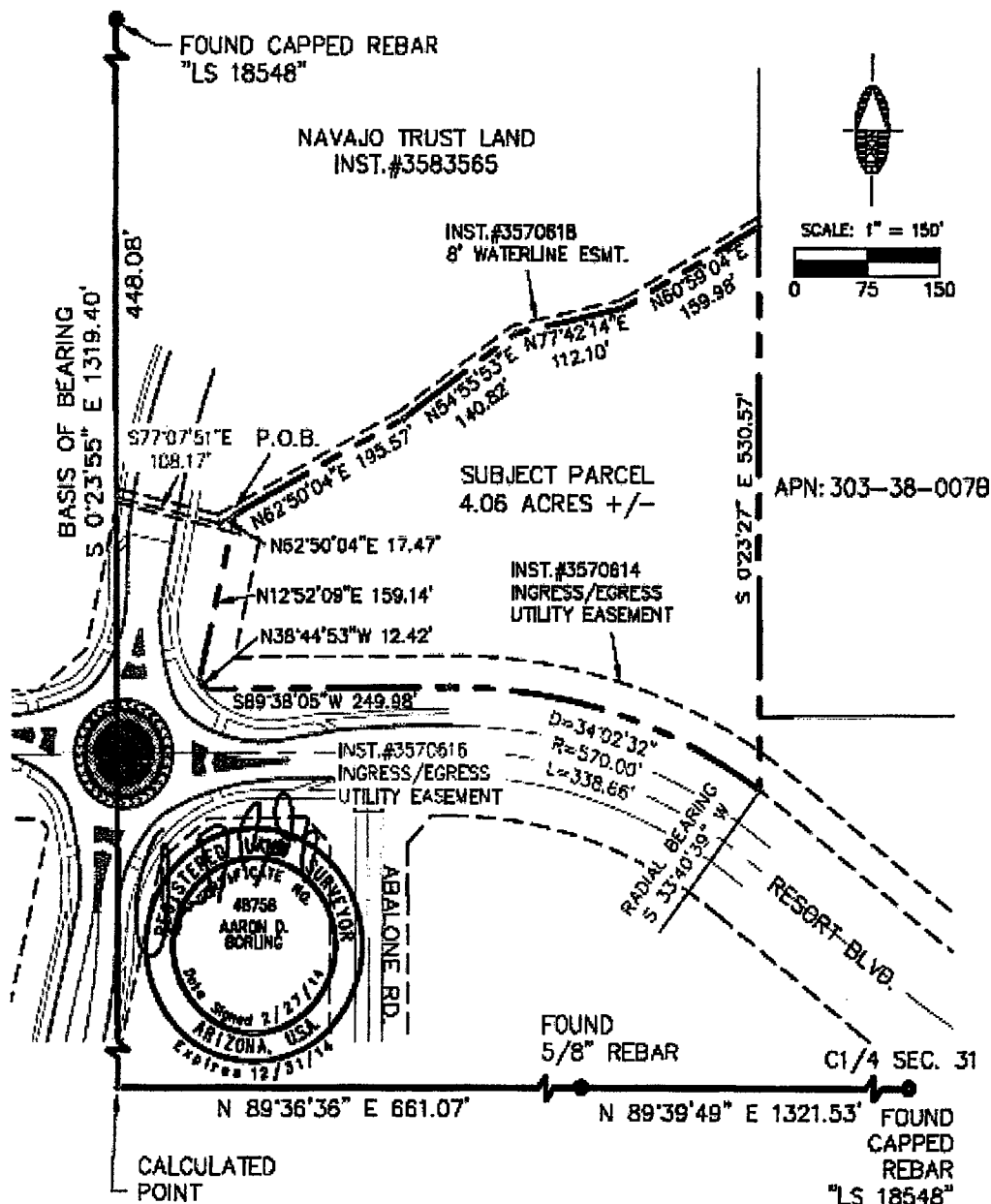
See exhibit B attached hereto and made a part hereof.

This legal description was prepared by Aaron D. Borling, RLS 48756, on behalf of and at the request of Shephard-Wesnitzer, Inc., Flagstaff, Az.



EXHIBIT B

PORTION OF SECTION 31
TOWNSHIP 21 NORTH, RANGE 11 EAST
GILA AND SALT RIVER MERIDIAN,
COCONINO COUNTY, ARIZONA



RESULTS OF SURVEY

NAVAJO NATION OIL AND GAS TRACT

2.42 ± ACRE

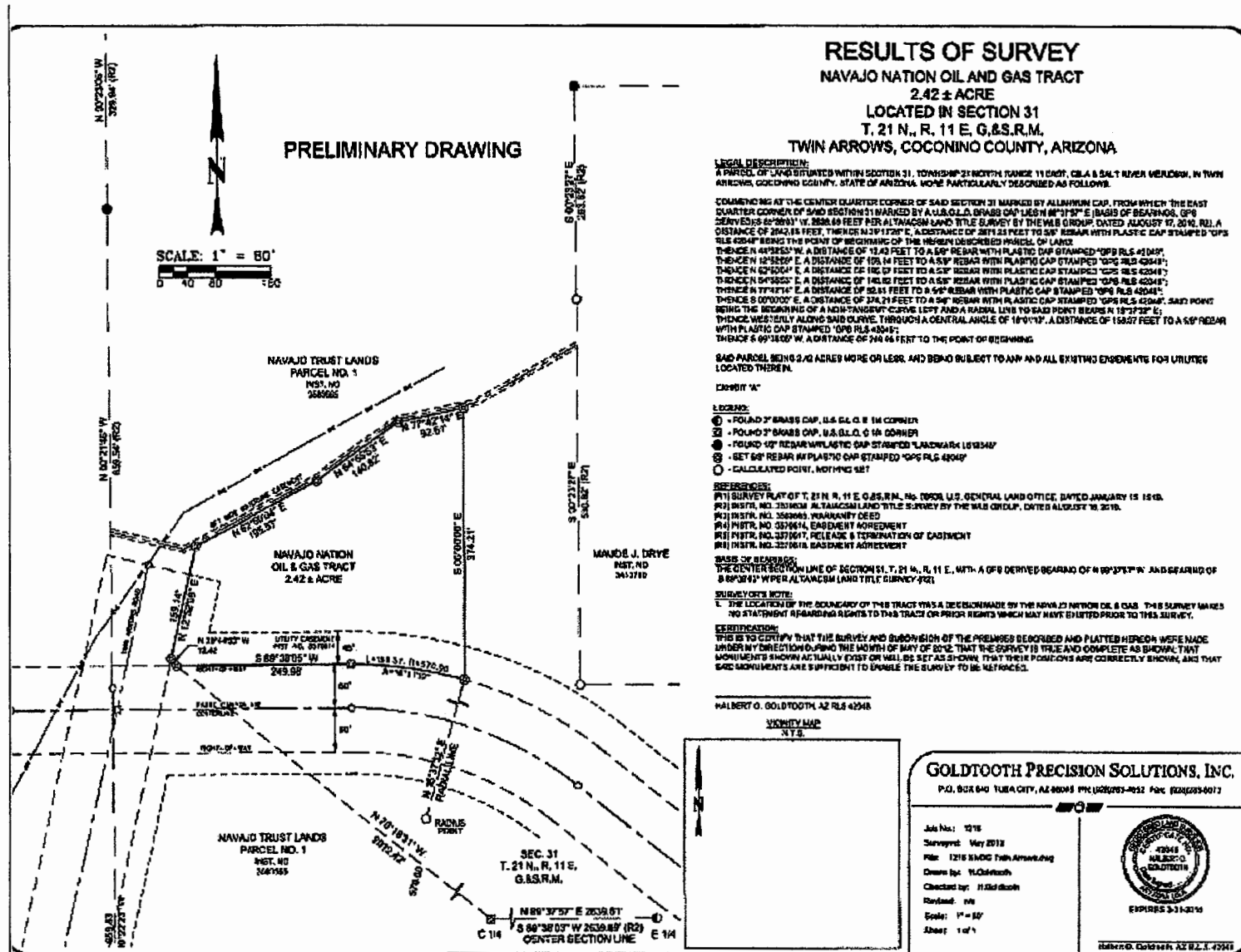
LOCATED IN SECTION 31

T. 21 N., R. 11 E, G.&S.R.M.

TWIN ARROWS, COCONINO COUNTY, ARIZONA

PRELIMINARY DRAWING

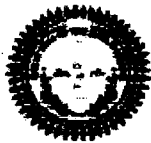
SCALE: 1" = 80'



SECTION G: FINAL ENVIRONMENTAL ASSESSMENT

ENVIRONMENTAL ASSESSMENT-TWIN ARROWS HOTEL RESORT AND CASINO

DECEMBER 15, 2010



**PRESIDENT
JOE SMILEY, JR.
VICE PRESIDENT
BEN SMILEY**

NAVAJO FISH AND WILDLIFE P.O. BOX 1480 WINDOW ROCK, AZ 86516

29 April 2010

10NNGE01

Hanice L. Tso, NEPA Specialist
ETD, Inc.
2101 N. Fourth Street, Suite 201
Flagstaff, Arizona 86004

Ms. Tso:

The Navajo Nation Department of Fish and Wildlife (NNDFW) reviewed the Twin Arrows Hotel Resort and Casino 300-Acre Parcel and 5.4 Acre Access Road Proposal. The purpose of this letter is to inform you that we are granting the proposed project a Conditional Approval. This conditional approval only applies if the proposed undertakings require the removal of trees during the Migratory Bird breeding season of 15 APR - 15 AUG. The project is approved with the following condition:

(1) All proposed undertakings that involve the removal of trees during the Migratory Bird breeding season of 15 APR - 15 AUG will require a pre-construction survey for the presence of active nests. If an active nest is discovered during the pre-construction survey, a nest take permit must be obtained from the U.S. Fish and Wildlife Service for the removal of the nest, eggs, and/or nestlings to be raised artificially in a federally permitted migratory bird rehabilitation facility. The nest, eggs, and/or nestlings must be removed by a federally permitted migratory bird rehabilitator.

The purpose of this Conditional Approval is to protect these valuable and sensitive biological resources to the maximum extent practical. Please contact me at 928-871-7065 with any questions that you have concerning the review of this project.

Sincerely,

Patricia A. Kyselka, Wildlife Biologist
Navajo Natural Heritage Program - Environmental Review
Navajo Nation Department of Fish and Wildlife

CONCURRENCE

Gloria Tson, Director
Navajo Nation Department of Fish and Wildlife

scf nshp_fbe
 chumo
 BIA, Havillene Yazzie

SECTION H: CULTURAL RESOURCES MANAGEMENT PLAN

**CULTURAL RESOURCES MANAGEMENT
PLAN for the TWIN ARROWS NAVAJO
CASINO RESORT PROJECT, COCONINO
COUNTY, ARIZONA**

Prepared for

NAVAJO NATION GAMING ENTERPRISE

Submitted to

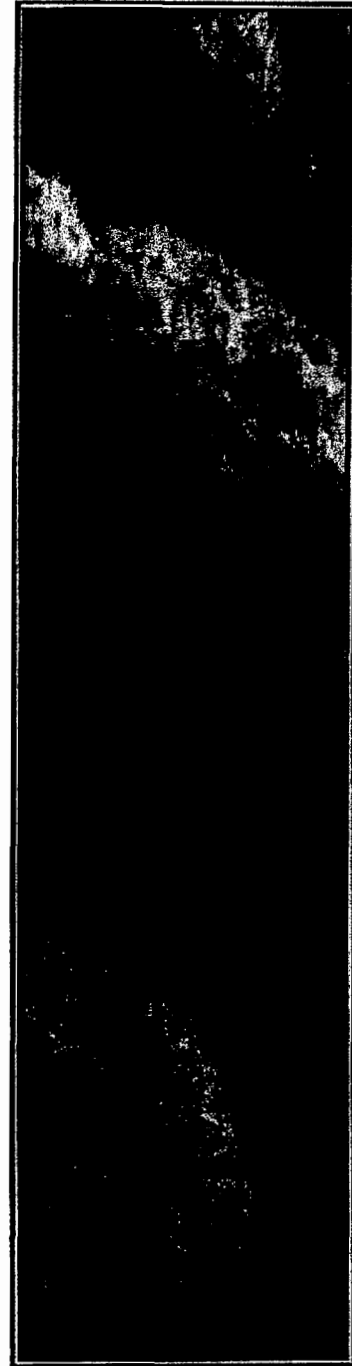
**NAVAJO NATION
HISTORIC PRESERVATION DEPARTMENT**

Prepared by

EnviroSystems Management, Inc.

Environmental Planning • Regulatory Compliance

July 20, 2011 (Final)



SECTION I: GEOTECHNICAL EVALUATION REPORT



**Western
Technologies
Inc.**
The Quality People
Since 1955

2400 East Hunsington Drive
Flagstaff, Arizona 86004
(928) 774-8700 • fax (928) 774-6469

February 28, 2014

Dyron Murphy Architects, P.C.
4505 Montbel Place NE
Albuquerque, New Mexico 87107

Attn: Mr. Dyron V. Murphy, AIA, NCARB

Re: Geotechnical Evaluation
Convenience Store
Padre Canyon Avenue and Twin Arrows Road
Twin Arrows, Arizona

Job No. 2524JW058

Western Technologies Inc. has completed the geotechnical evaluation for the proposed convenience store to be located in Twin Arrows, Arizona. This study was performed in general accordance with our proposal number 2523PW116 dated December 12, 2013. The results of our study, including the boring location diagram, laboratory test results, boring logs, and the geotechnical recommendations are attached.

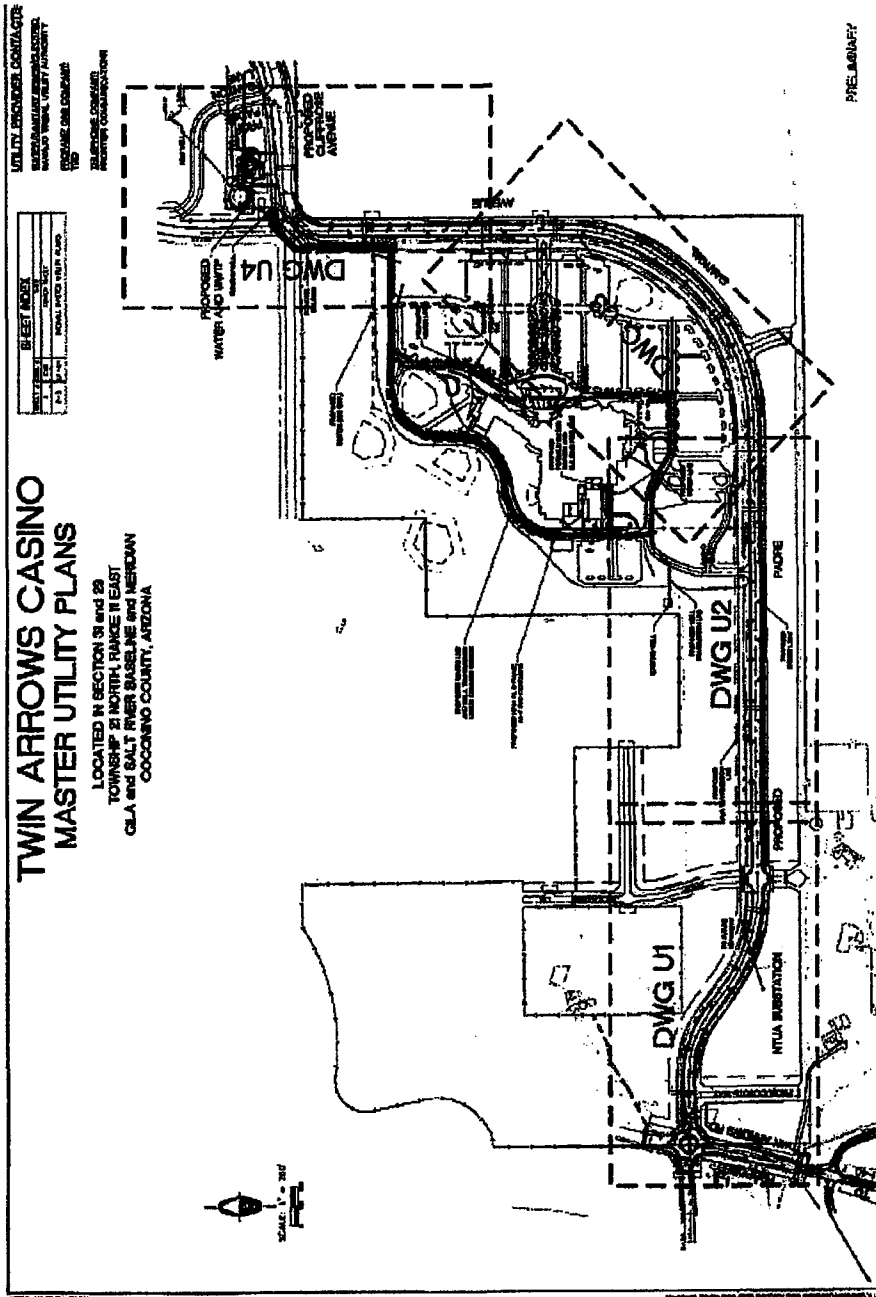
We have appreciated being of service to you in the geotechnical engineering phase of this project and are prepared to assist you during the construction phases as well. If design conditions change, or if you have any questions concerning this report or any of our testing, inspection, design and consulting services, please do not hesitate to contact us. We look forward to working with you on future projects.

Sincerely,
WESTERN TECHNOLOGIES, INC.
Geotechnical Engineering Services

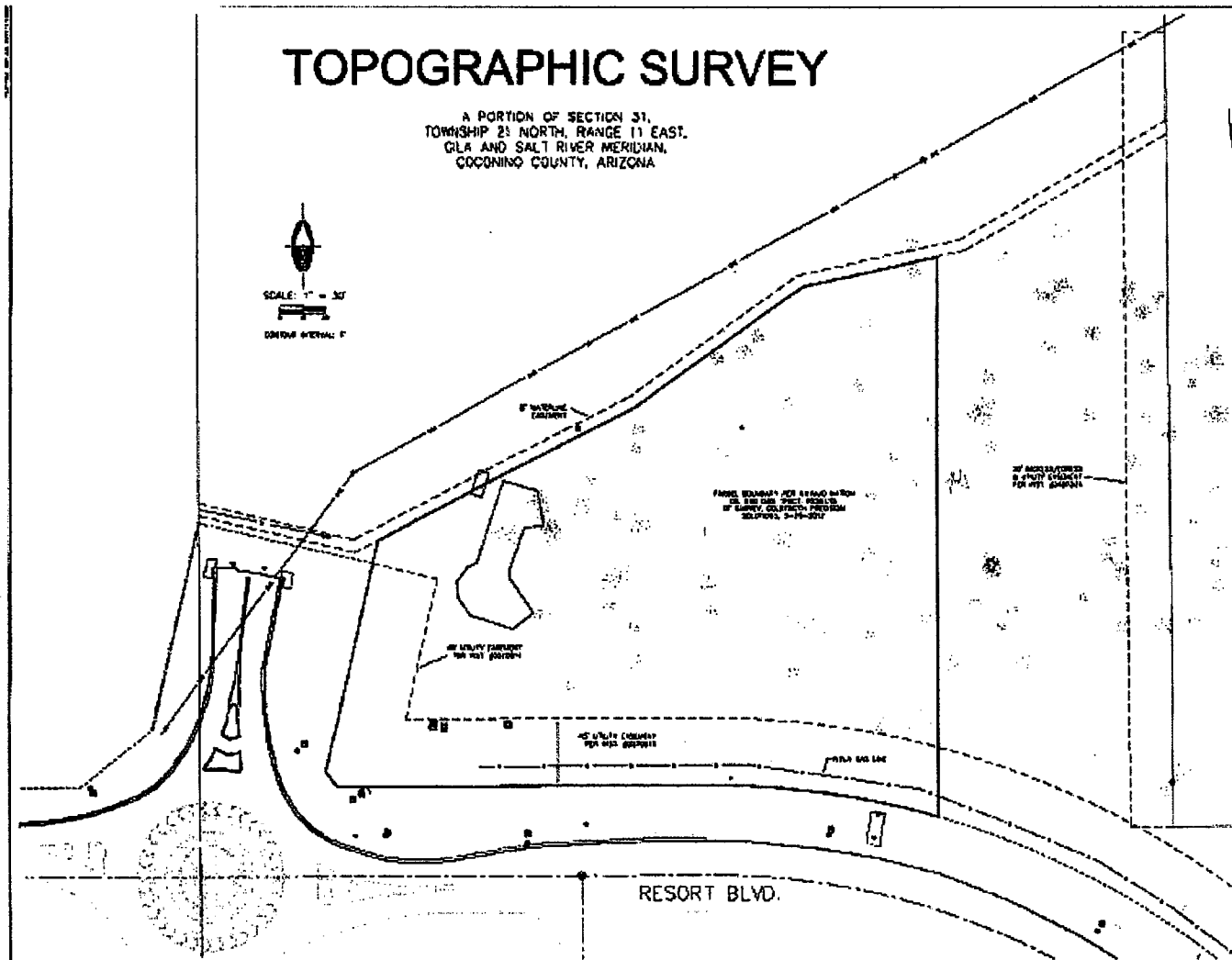
Craig P. Wiedeman, P.E.
Senior Geotechnical Engineer

Copies to: Addressee (emailed)
Shepard - Wesnitzer, Inc./G. Cortes (emailed)

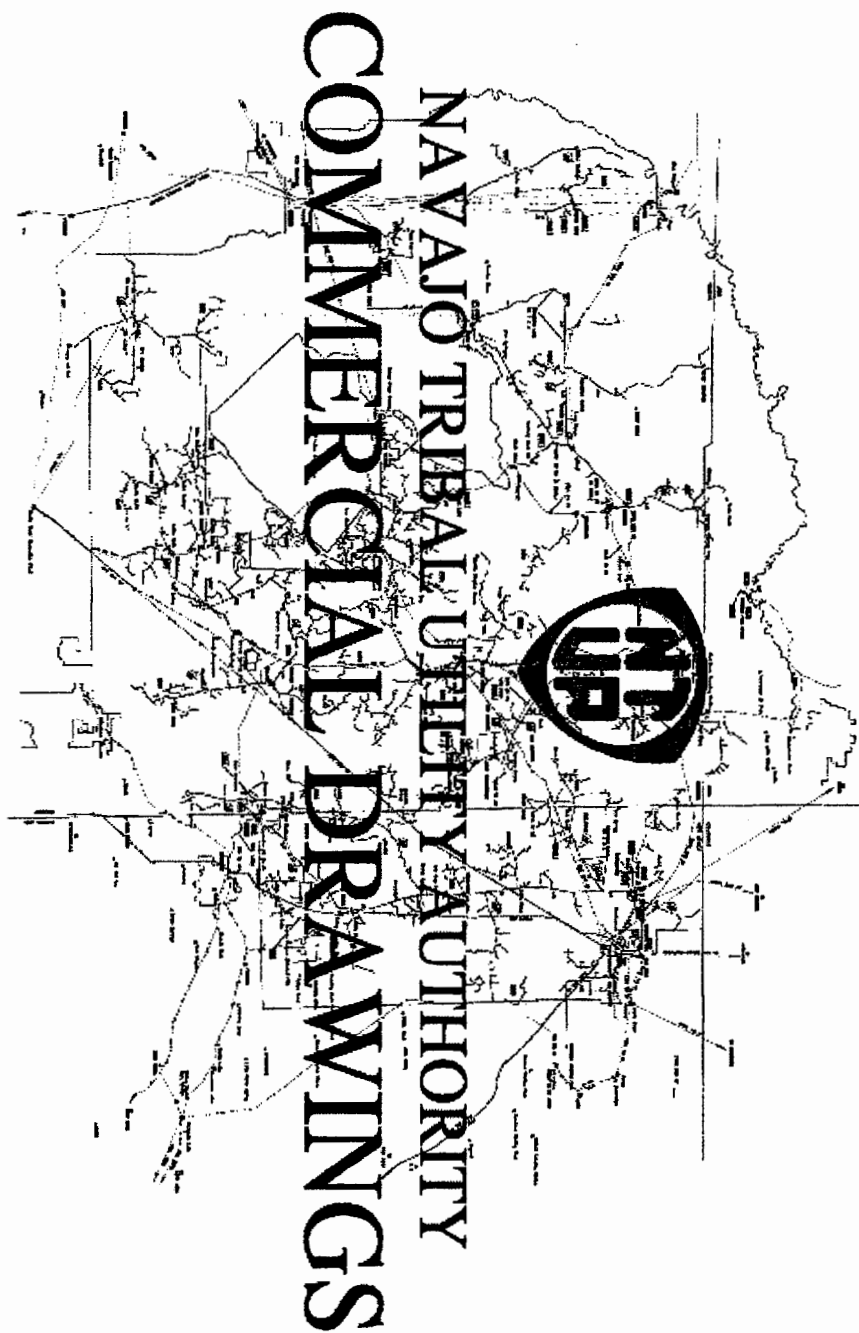
SECTION J: MASTER UTILITY PLANS



SECTION L: TOPOGRAPHIC SURVEY



SECTION M: NTUA COMMERCIAL DRAWINGS



SECTION N: SWI WATER AND SEWER REPORT

Shephard & Wesnitzer, Inc.

Engineering an environment of excellence.

**Water and Sewer Report
Twin Arrows Convenience Store
(Navajo Nation Oil and Gas Company)**

May 6, 2014

SWI # 12099

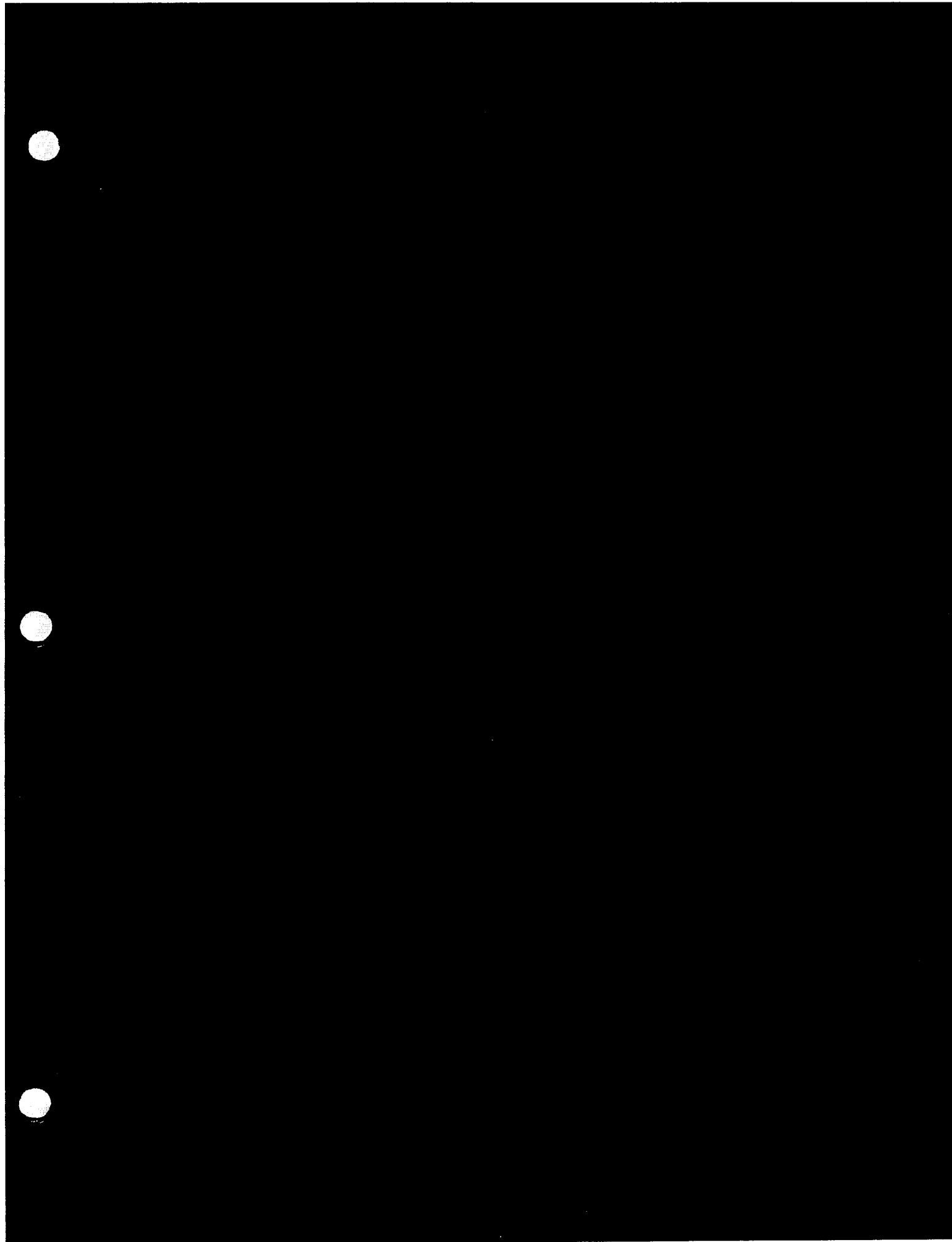
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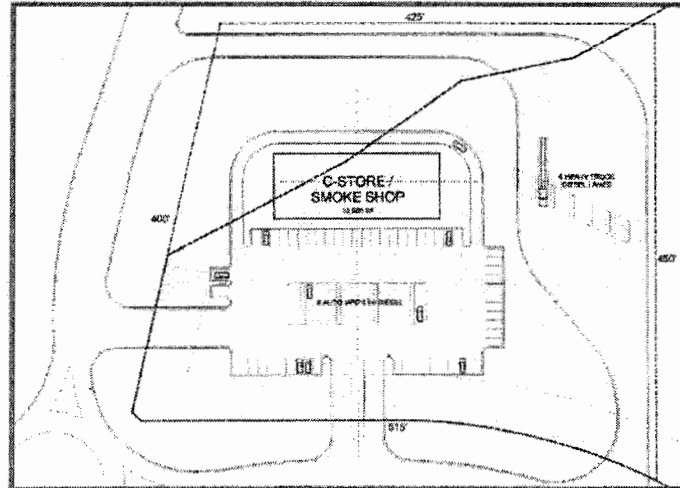


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REVISIONS: 1. 05/06/14 - 05/06/14 - 05/06/14 - 05/06/14 - 05/06/14



Retail Site Analysis



Fuel Development Co.

Twin Arrows Convenience Center
Interstate 40 (Exit #219) and Twin Arrows Road
Flagstaff, Arizona 86004

July 7, 2015

INST
CORP.



Project Summary

It has been proposed to develop a new generation convenience center with fuel at Interstate 40 (Exit #219) and Twin Arrows Road interchange in Coconino County, Flagstaff, Arizona. The site is located adjacent to the Twin Arrows Casino Resort and is a portion of sovereign Navajo Nation land area.

The focus of this evaluation is the anticipated fuel volumes and convenience center sales during the first three years of planned facility operation. A detailed facility development strategy has been created and analyzed for volume and sales projection purposes. A series of Pro Forma Income Statements are provided to direct preliminary financial project feasibility.

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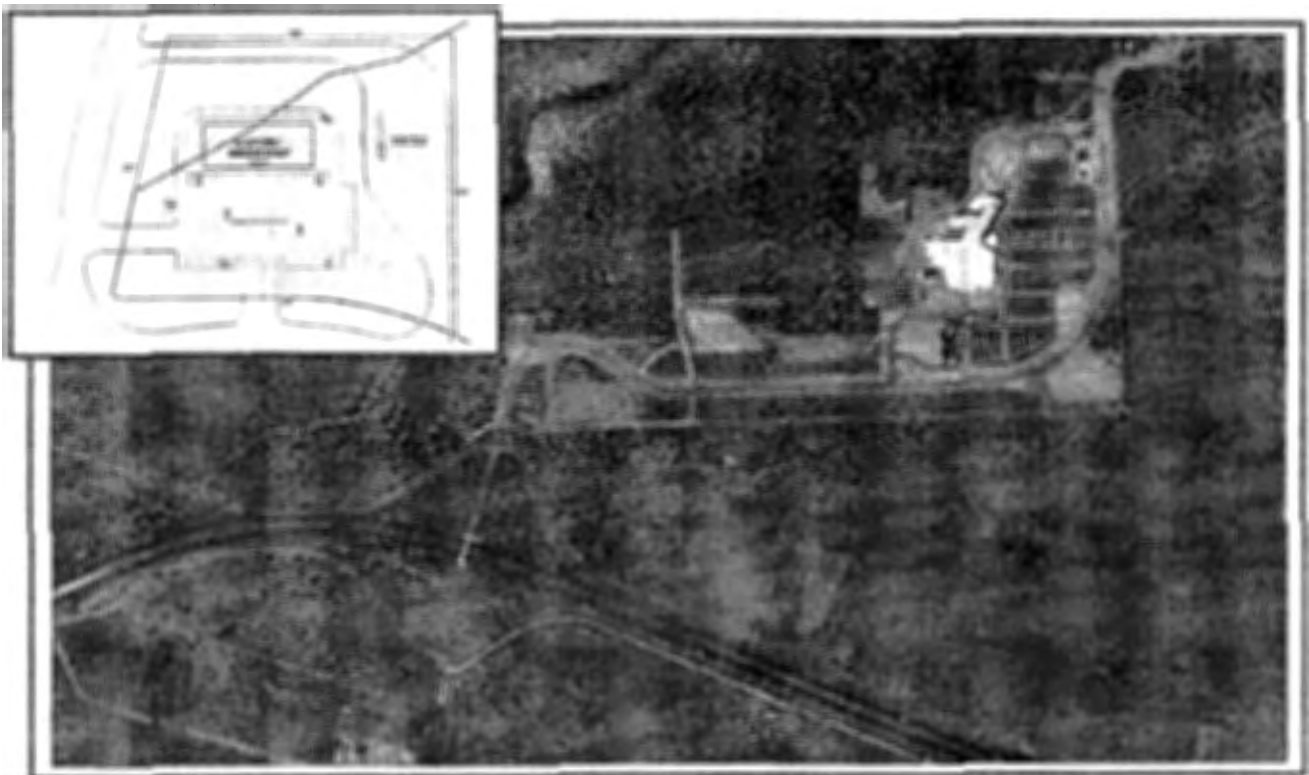
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Management Summary

Twin Arrows Convenience Center

Site Characteristics

- The site is located within the northeast quadrant of the Interstate 40 (Exit #219) and Twin Arrows Road interchange at Resort Boulevard in Coconino County, Flagstaff, Arizona 86004.
- The site is a portion of sovereign Navajo Nation land area.
- Interstate 40 is a limited access, four-lane highway with full directional access at Exit #219. Posted speed – 75 MPH.
- Twin Arrows Road is a two-lane Interchange artery that connects with Resort Boulevard.
- Resort Boulevard is an undivided service artery that connects with the casino resort. Posted speed – 35 MPH.
- The site is a 4.5-acre land area that affords frontage along Twin Arrows Road and Resort Boulevard.
- Site access will exist via two access drives along Twin Arrows Road and two drive cuts along Resort Boulevard.
- Vehicular movement is regulated at the Exit #219 interchange by STOP signs. A traffic circle controls vehicular movement at the site and intersection of Twin Arrows Road and Resort Boulevard.
- Site visibility is restricted by setback location from Interstate 40. Facility visibility/reaction ratios will be supported by highway signage and exterior site signage and lighting.



Competition

Competitive Summary: Gasoline/Diesel/Convenience Store	
Fuel Brands/Chains	Flying J, Maverick, Shell, Mobil, Conoco, Chevron, Sinclair
# of Competitors	10
Gasoline/Truck Positions	106/14
Convenience Store SF	28,500
Average Distance from Site	22.2-miles

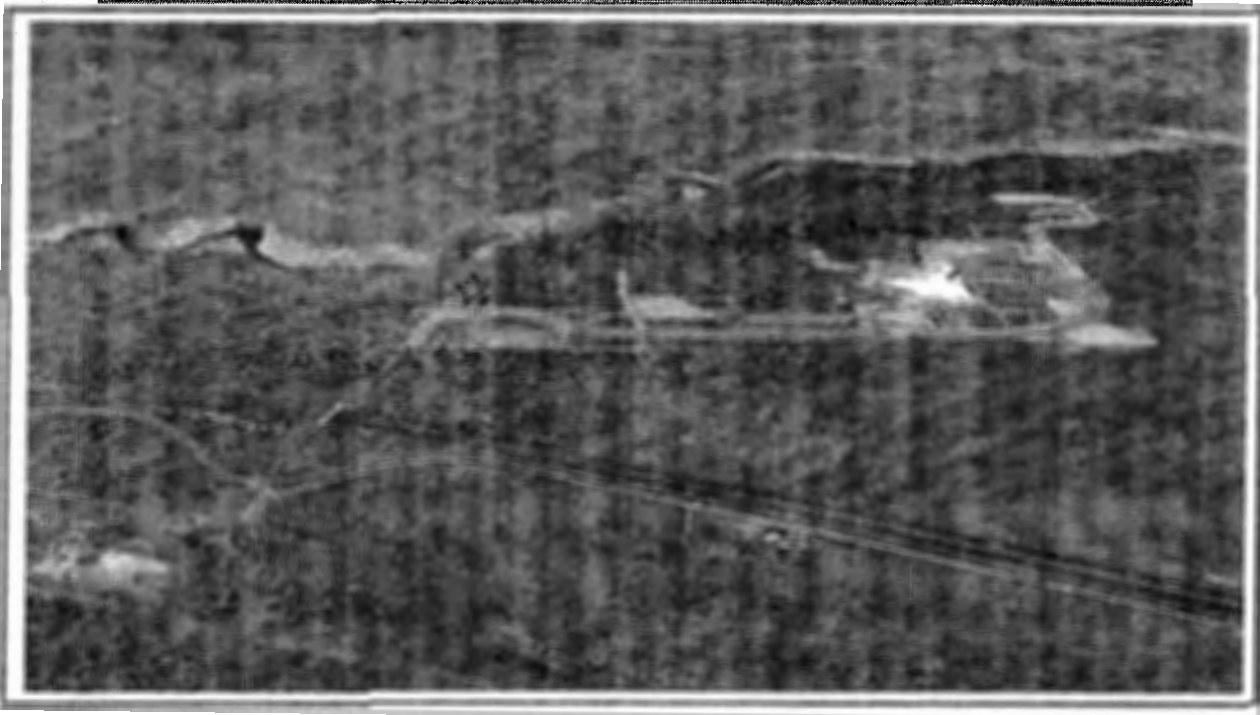
Traffic

IMST Traffic Counts Based on 24-Hour Count (2015)	
Interstate 40	
	25,690
	16,346 (non-trucks)
	9,344 (trucks)
Twin Arrows Road/Exit #219	
	2,822
	2,504 (non-trucks)/318 (trucks)

Trade Area

The trade area is centered along Interstate 40 between Flagstaff and Winslow in Coconino County. Interstate 40 is the primary east/west connector across Arizona. The site is located adjacent to the Twin Arrows Casino Resort, which features a 200 room hotel and full service casino resort complex. Trade area demand is driven by highway traffic and destination casino visitors and employees. The surrounding trade area is a sparsely populated section of the sovereign Navajo Nation.

Trade Area		
2014 Population	5-Mile	46
2014 Households	5-Mile	15
2014 Average HH Income	5-Mile	\$70,500
2014 Median HH Income	5-Mile	\$54,999
Total Household Vehicles	5-Mile	38
Total Daytime Population	5-Mile	33



Facility Development Strategy: Twin Arrows Convenience Center

- New generation, upscale travel plaza with expanded forecourt, truck diesel, large format convenience center, fast food, and trucker amenities.
- Eight (8) MPD's with sixteen (16) fueling positions, diesel hoses, and stacked "dive-in" configuration.
- Six (6) truck diesel lanes with satellite hoses and modern canopy.
- Major brand fuel with full exterior brand image, LED price signage, and aggressive fuel pricing.
- 10,000 square foot travel plaza with 6,000 square foot convenience center and 4,000 square foot trucker services area.
- Travel plaza will feature high profile design with modern amenities, services, and fixtures.
- Twenty (20) up-front convenience center parking spaces. Additional remote site parking.
- Segregated truck parking for 100.
- Advanced convenience store merchandising with snack food, candy, beverage, and convenience categories. Competitive store pricing.
- Smoke shop cigarette and tobacco merchandising with aggressive pricing.
- Expanded fountain beverage counter with full flavor selection, frozen beverages, and iced teas.
- Branded coffee counter with broad product/condiment selection, logo cups, and bakery case.
- Sixteen (16) door walk-in cooler with LED lighting. Open, display reach-in cooler with deli foods.
- Five (5) freezer doors for ice merchandising, frozen foods, and novelty ice cream.
- Integrated fast food program with pizza and fresh deli menu selection.
- Breakfast, lunch, and snack day parts with interior seating and express take-out service.
- Expanded interior restrooms with good appearance and cleanliness.
- Two (2) cashier stations with good standards of customer service. ATM. Lottery.
- Segregated diesel desk with full commercial network payment affiliations.
- Trucker services area with showers, laundry, truck merchandising, and business center.
- Convenience center operational 24 hours per day, 7 days per week.
- "Best-in-class" standards of design, operation, execution, promotion, and merchandising.

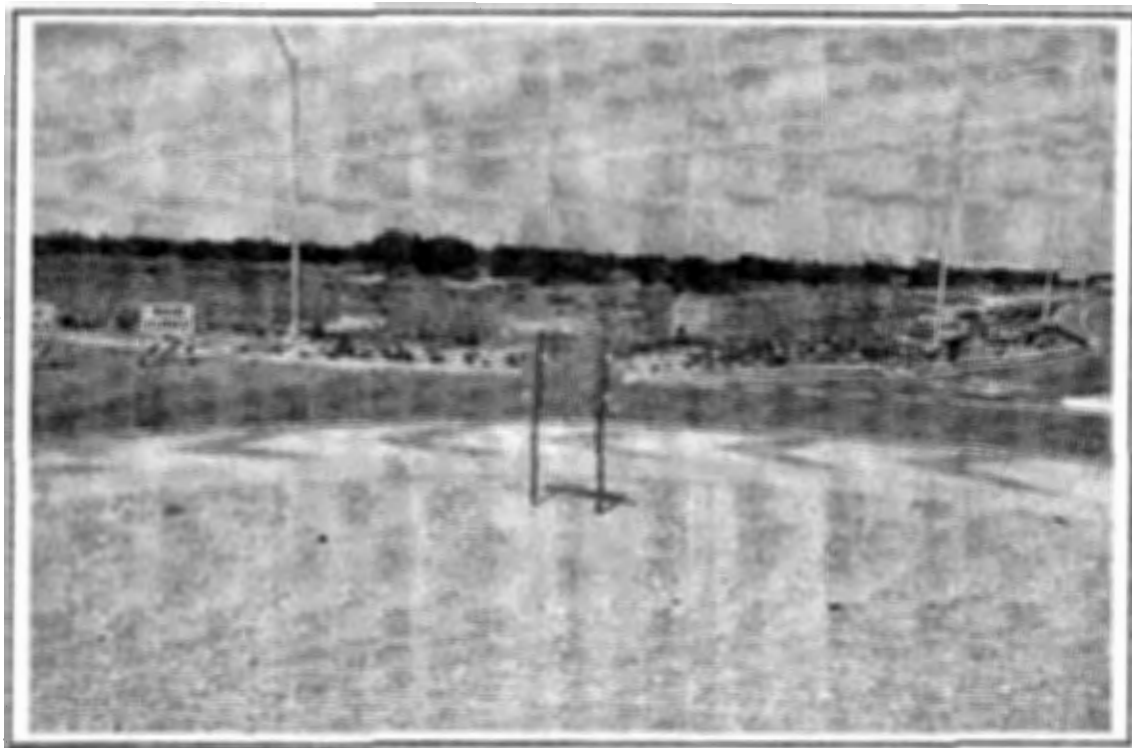
Volume & Sales Projections

Average Monthly Projections			
	Year 1	Year 2	Year 3
Gasoline Volume (Gallons)	215,109	221,106	223,928
Diesel Volume (Gallons)	365,062	376,689	382,950
Convenience Center Sales (Dollars)	\$260,536	\$268,908	\$272,250

Summary

It has been proposed to develop a new generation travel plaza adjacent to the Twin Arrows Casino Resort. The planned travel plaza will feature high profile design, expanded capacity, and "best-in-class" operation. The travel plaza will be positioned and promoted as an extension of the casino resort service mix. Site demand is comprised of highway travelers and destination casino visitors. Aggressive fuel and tobacco pricing resulting from sovereign Navajo Nation location will create a destination travel stop along Interstate 40. A series of Pro Forma Income Statements are provided to estimate retail margins and operating expenses. The site is conducive to travel plaza development and construction costs must be combined with projections and expenses to determine feasibility.

Site Photos



Site view from the southwest at traffic circle



Site view from the west along traffic circle

Site Photos (continued)



Site approach from along Twin Arrows Road northbound



Site approach along Resort Boulevard westbound

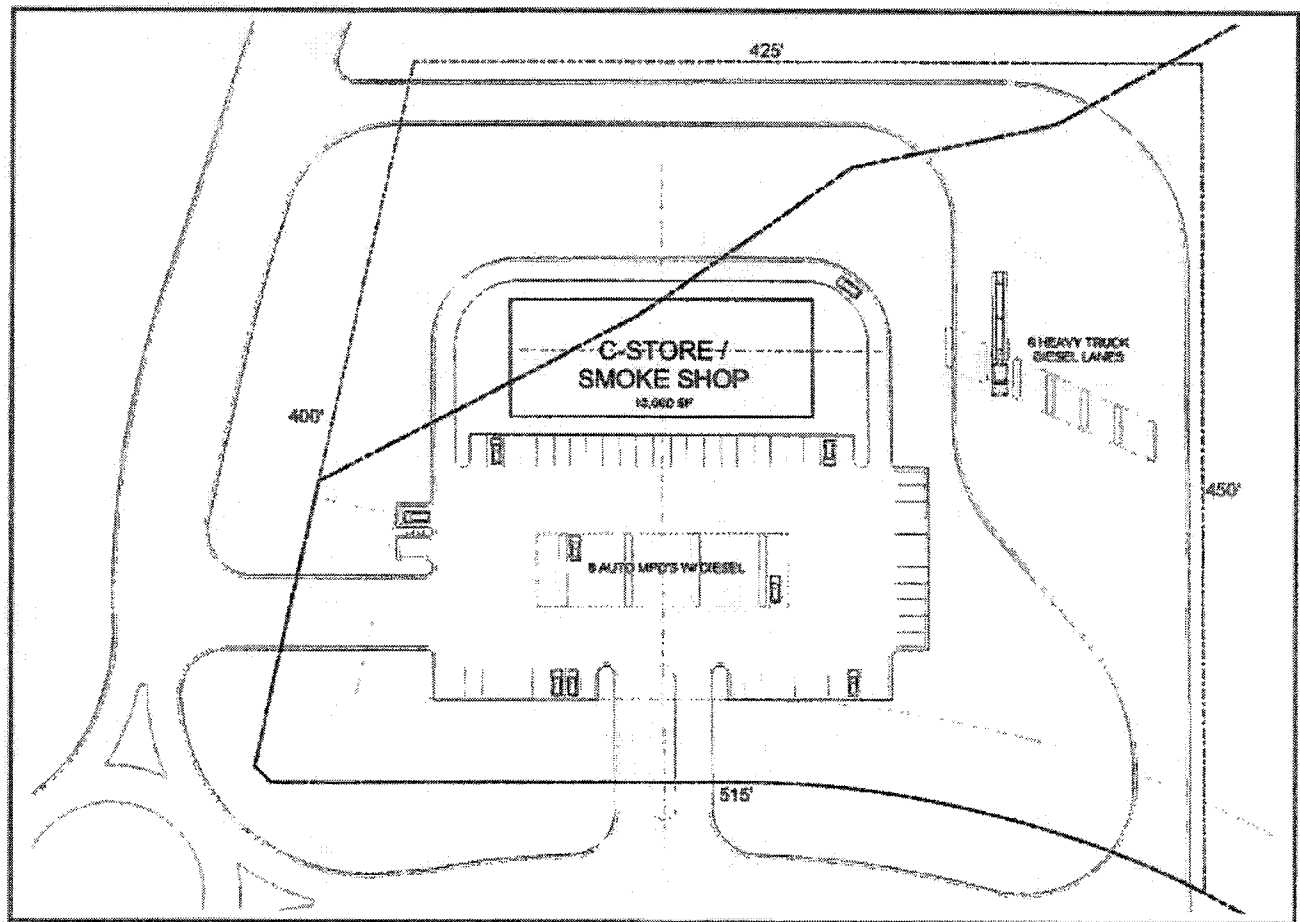


Twin Arrows Road facing south
toward Interstate 40



Site view on property facing south

Site Plan

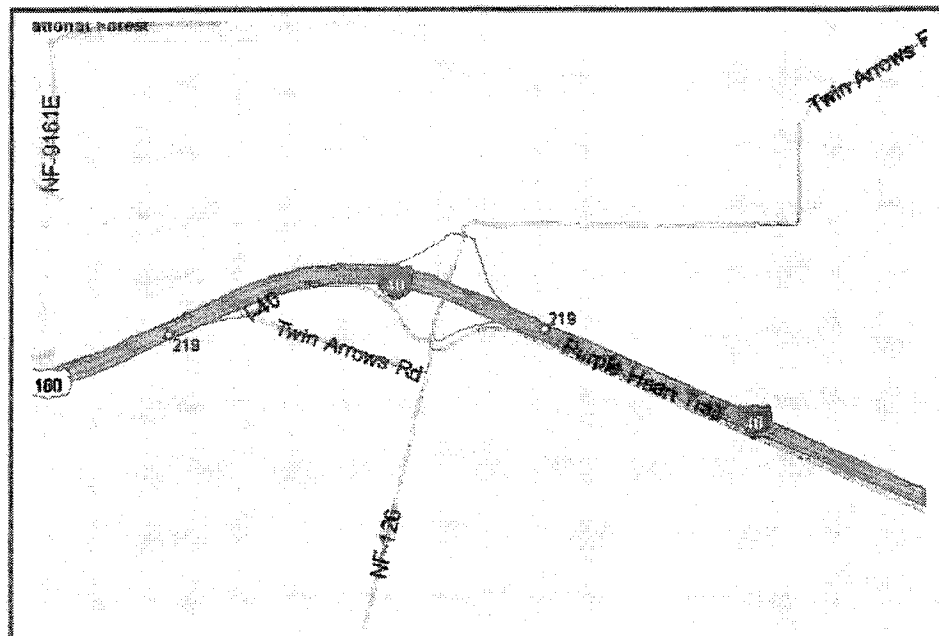


Traffic Summary

Interstate 40 (Exit #219) and Twin Arrows Road

Traffic Counts

Average Daily Traffic Counts Arizona DOT (2013)		
Primary Artery: Interstate 40	Combined movement at Exit #211	17,388
	Combined movement at Exit #219	15,617
	Combined movement at Exit #225	15,279
Average Daily Traffic Counts Determined by IMST (2015)		
Primary Artery: Interstate 40	Eastbound movement (non-truck/truck)	7,859/4,525
	Westbound movement (non-truck/truck)	8,487/4,819
	Total Interstate 40 movement	25,690
Interchange: Twin Arrows Road	Northbound movement (non-truck/truck)	1,391/174
	Southbound movement (non-truck/truck)	679/113
Exit #219	Westbound movement exit ramp (non-truck/truck)	434/31
	Total Interchange movement	2,822



Facility Development Strategy: Twin Arrows Convenience Center

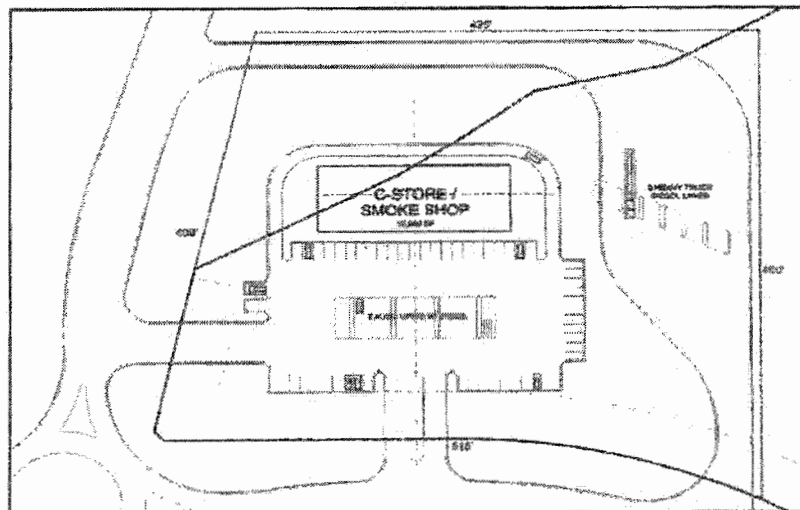
Name:	Twin Arrows Convenience Center	Brand:	Brand	Case #	1
Location:	Interstate 40 (Exit #219) and Twin Arrows Road			Intersection:	NE
Type:	Fuel Convenience Center			Impact:	262.2

Forecourt & Exterior	Posted Prices
----------------------	---------------

8	MPD's	Updated	Canopy	Unleaded	\$2.75 ⁹
	Electronic	Pay	Air/Water	Midgrade	
16	# of Gas Hoses	Yes	CRIND's	Premium	
3	# of Gas Grades	8	Brand Sign Facings	Diesel	\$2.76 ⁹
16	# of Fueling Positions	4	Price Sign Facings	Other	
20	# of Diesel Hoses	Yes	Pre Pay Fuel	Strategy	
6	# of Truck Lanes	4	# of Access Points		-0.10
	# of Kerosene Hoses	Average	Visibility		-0.10
	# of E-85 Hoses	Circle	Traffic Regulation	Competitive Impact	
	# of EV Stations	Ltd Access	Road Configuration	Gasoline Score	105.5
36	# of Self Service Hoses	Average	On Site Movement	Diesel Score	33.5
	# of Full Service Hoses	75	Posted Speed	Convenience Store Score	109.8
Stacked	Fuel Configuration	6,000	Size of Store	Fast Food Score	20.0
	# of Truck Scales	20	Up Front Parking		
None	Car Wash	100	Truck Parking Spaces		

Convenience Store

16	Walk In Cooler Doors	Excellent	Maintenance	Expanded	Restrooms
	Reach In Cooler Doors	Excellent	Interior Lighting	Excellent	Snack Merchandising
Yes	LED Cooler Lighting	Excellent	Interior Signage	Excellent	Tobacco Merchandising
	Walk In Freezer Doors	Excellent	Fountain Beverage	Full	Credit/Debit Card
1	Reach In Freezer Doors	Average	Frozen/Specialty	24	Hours of Operation
1	Open Coolers	Excellent	Coffee Bar	3	Cashier Stations
1	Interior Ice Doors		Beer/Wine Doors	Yes	Lottery
2	Exterior Ice Doors		Beer Cave	Yes	ATM
1	Novelty Freezers		Fast Food Brand	Yes	Uniforms
Average	Interior Visibility	Pizza/Deli	Fast Food		Customer Service/Experience
Yes	Trucker Merchandise	Yes	Laundry		
Yes	Showers	Yes	Lounge		



Projections, Analytical Range, & Metrics

Twin Arrows Convenience Center

Trade Area Metrics

- Primary Area of Influence – 5-miles
- Total Interchange Traffic – 2,822 VPD
- Total Highway Traffic – 25,690 VPD
- Explained Intersection Traffic – 4.5%
- Passing Intersection Traffic – 95.5%
- Truck Traffic Percentage – 33.9%
- Trade Area in Square Miles – 78.53

Projection Metrics

- Annual Gasoline Volume Year 1 – 2,581,308 gallons
- Annual Diesel Volume Year 1 – 4,380,744 gallons
- Annual Convenience Center Sales Year 1 – \$3,126,432
- Annual Convenience Sales Year 1 – \$2,595,144
- Annual Fast Food Sales Year 1 – \$531,288
- Convenience Center Sales per Square Foot – \$43.42
- Daily Fast Food Sales Year 1 – \$1,456

Average Monthly Volume & Sales Projections

	Year 1	Year 2	Year 3
Gasoline Volume (Gallons)	215,109	221,106	223,928
Diesel Volume (Gallons)	365,062	376,689	382,950
Convenience Center Sales (Dollars)	\$260,536	\$268,908	\$272,250
Convenience Sales (Dollars)	\$216,262	\$223,580	\$226,426
Fast Food Sales (Dollars)	\$44,274	\$45,328	\$45,824

Analytical Volume & Sales Range

LOW	Year 1	Year 2	Year 3
Gasoline Volume (Gallons)	188,371	193,819	196,974
Diesel Volume (Gallons)	310,214	331,433	340,658
Convenience Center Sales (Dollars)	\$235,974	\$239,433	\$242,348

HIGH	Year 1	Year 2	Year 3
Gasoline Volume (Gallons)	232,769	242,389	245,329
Diesel Volume (Gallons)	383,515	407,182	424,834
Convenience Center Sales (Dollars)	\$290,575	\$297,307	\$301,631

Pro Forma Income Statement

Prepared by IMST Corp.

Twin Arrows Convenience Center

Interstate 40 (Exit #219) and Twin Arrows Road

SALES PER MONTH (Monthly Average)		YEAR 1	YEAR 2	YEAR 3
Gasoline Volume (Gallons)		215,109	221,106	223,928
Diesel Volume (Gallons)		365,062	376,689	382,950
Convenience Sales		\$216,262	\$223,580	\$226,426
Fast Food Sales		\$44,274	\$45,328	\$45,824
MARGIN PER MONTH				
Gasoline (CPG)	\$0.155	\$33,342	\$34,271	\$34,709
Diesel (CPG)	\$0.205	\$74,838	\$77,221	\$78,505
Convenience Sales	32.0%	\$69,204	\$71,546	\$72,456
Fast Food Sales	65.0%	\$28,778	\$29,463	\$29,786
Total Gross Margin		\$206,162	\$212,501	\$215,456
OPERATING EXPENSES PER MONTH				
	% of Total Gross Margin \$			
Wages	25.00%	\$51,540	\$53,125	\$53,864
Payroll Taxes	2.00%	\$4,123	\$4,250	\$4,309
Workers Compensation	0.90%	\$1,855	\$1,913	\$1,939
Health Insurance	2.00%	\$4,123	\$4,250	\$4,309
Utilities	8.00%	\$16,493	\$17,000	\$17,236
Property Taxes, Licenses	2.50%	\$5,154	\$5,313	\$5,386
Business Insurance	1.50%	\$3,092	\$3,188	\$3,232
Equipment Rent	0.60%	\$1,237	\$1,275	\$1,293
Communications	0.90%	\$1,855	\$1,913	\$1,939
Credit Card Fees	8.70%	\$17,936	\$18,488	\$18,745
Repairs & Maintenance	5.20%	\$10,720	\$11,050	\$11,204
Supplies	1.90%	\$3,917	\$4,038	\$4,094
Advertising & Promotion	1.10%	\$2,268	\$2,338	\$2,370
Cash Short and Over	0.60%	\$1,237	\$1,275	\$1,293
Total Operating Expenses	60.9%	\$125,552	\$129,413	\$131,212
NET PROFIT				
Monthly Net Profit Before Tax & Other Expenses		\$80,609	\$83,088	\$84,243
Annual Net Profit Before Tax & Other Expenses		\$967,310	\$997,057	\$1,010,917

General Assumptions:

Convenience center and fuel station are developed in accordance with facility strategy documented by IMST Corp.
 Convenience center is operated meeting NACS average standards with best-in-class service and maintenance.
 Facility performs at volumes and sales indicated by projections. Aggressive fuel and tobacco pricing.

Specific Assumptions:

Based on 2013 NACS State of the Industry Report powered by CSX.
 Operating expenses do not include debt service, franchise fee, depreciation, taxes, or administrative allocation.
 Operating income does not include Lottery, ATM, vending, rebates, or trucker merchandise.
 Margins reflect retail fuel and store sales. Tax advantages are reflected in sales via aggressive pricing strategies.
 Fuel tax and cigarette tax advantages granted the Navajo Nation are not reflected in margins.

Pro Forma Income Statement

Prepared by IMST Corp.

Twin Arrows Convenience Center

LOW

Interstate 40 (Exit #219) and Twin Arrows Road

SALES PER MONTH (Analytical Low)		YEAR 1	YEAR 2	YEAR 3
Gasoline Volume (Gallons)		188,371	193,819	196,974
Diesel Volume (Gallons)		310,214	331,433	340,658
Convenience Sales		\$198,031	\$200,460	\$202,946
Fast Food Sales		\$37,943	\$38,973	\$39,402
MARGIN PER MONTH				
Gasoline (CPG)	\$0.155	\$29,198	\$30,042	\$30,531
Diesel (CPG)	\$0.205	\$63,594	\$67,944	\$69,835
Convenience Sales	32.0%	\$63,370	\$64,147	\$64,943
Fast Food Sales	65.0%	\$24,663	\$25,332	\$25,611
Total Gross Margin		\$180,824	\$187,465	\$190,920
OPERATING EXPENSES PER MONTH				
	% of Total Gross Margin \$			
Wages	25.00%	\$45,206	\$46,866	\$47,730
Payroll Taxes	2.00%	\$3,616	\$3,749	\$3,818
Workers Compensation	0.90%	\$1,627	\$1,687	\$1,718
Health Insurance	2.00%	\$3,616	\$3,749	\$3,818
Utilities	8.00%	\$14,466	\$14,997	\$15,274
Property Taxes, Licenses	2.50%	\$4,521	\$4,687	\$4,773
Business Insurance	1.50%	\$2,712	\$2,812	\$2,864
Equipment Rent	0.60%	\$1,085	\$1,125	\$1,146
Communications	0.90%	\$1,627	\$1,687	\$1,718
Credit Card Fees	8.70%	\$15,732	\$16,309	\$16,610
Repairs & Maintenance	5.20%	\$9,403	\$9,748	\$9,928
Supplies	1.90%	\$3,436	\$3,562	\$3,627
Advertising & Promotion	1.10%	\$1,989	\$2,062	\$2,100
Cash Short and Over	0.60%	\$1,085	\$1,125	\$1,146
Total Operating Expenses	60.9%	\$110,122	\$114,166	\$116,270
NET PROFIT				
Monthly Net Profit Before Tax & Other Expenses		\$70,702	\$73,299	\$74,650
Annual Net Profit Before Tax & Other Expenses		\$848,427	\$879,587	\$895,796

General Assumptions:

Convenience center and fuel station are developed in accordance with facility strategy documented by IMST Corp.
 Convenience center is operated meeting NACS average standards with best-in-class service and maintenance.
 Facility performs at volumes and sales indicated by projections. Aggressive fuel and tobacco pricing.

Specific Assumptions:

Based on 2013 NACS State of the Industry Report powered by CSX.
 Operating expenses do not include debt service, franchise fee, depreciation, taxes, or administrative allocation.
 Operating income does not include Lottery, ATM, vending, rebates, or trucker merchandise.
 Margins reflect retail fuel and store sales. Tax advantages are reflected in sales via aggressive pricing strategies.
 Fuel tax and cigarette tax advantages granted the Navajo Nation are not reflected in margins.

Pro Forma Income Statement

Prepared by IMST Corp.

Twin Arrows Convenience Center

HIGH

Interstate 40 (Exit #219) and Twin Arrows Road

SALES PER MONTH (Analytical High)		YEAR 1	YEAR 2	YEAR 3
Gasoline Volume (Gallons)		232,769	240,389	244,329
Diesel Volume (Gallons)		383,615	407,188	424,044
Convenience Sales		\$243,556	\$247,550	\$250,724
Fast Food Sales		\$47,023	\$50,351	\$50,907
MARGIN PER MONTH				
Gasoline (CPG)	\$0.155	\$36,079	\$37,260	\$37,871
Diesel (CPG)	\$0.205	\$78,641	\$83,474	\$86,929
Convenience Sales	32.0%	\$77,938	\$79,216	\$80,232
Fast Food Sales	65.0%	\$30,565	\$32,728	\$33,090
Total Gross Margin		\$223,223	\$232,678	\$238,121
OPERATING EXPENSES PER MONTH				
	% of Total Gross Margin \$			
Wages	25.00%	\$55,806	\$58,169	\$59,530
Payroll Taxes	2.00%	\$4,464	\$4,654	\$4,762
Workers Compensation	0.90%	\$2,009	\$2,094	\$2,143
Health Insurance	2.00%	\$4,464	\$4,654	\$4,762
Utilities	8.00%	\$17,858	\$18,614	\$19,050
Property Taxes, Licenses	2.50%	\$5,581	\$5,817	\$5,953
Business Insurance	1.50%	\$3,348	\$3,490	\$3,572
Equipment Rent	0.60%	\$1,339	\$1,396	\$1,429
Communications	0.90%	\$2,009	\$2,094	\$2,143
Credit Card Fees	8.70%	\$19,420	\$20,243	\$20,717
Repairs & Maintenance	5.20%	\$11,608	\$12,099	\$12,382
Supplies	1.90%	\$4,241	\$4,421	\$4,524
Advertising & Promotion	1.10%	\$2,455	\$2,559	\$2,619
Cash Short and Over	0.60%	\$1,339	\$1,396	\$1,429
Total Operating Expenses	60.9%	\$135,943	\$141,701	\$145,016
NET PROFIT				
Monthly Net Profit Before Tax & Other Expenses		\$87,280	\$90,977	\$93,105
Annual Net Profit Before Tax & Other Expenses		\$1,047,363	\$1,091,725	\$1,117,265

General Assumptions:

Convenience center and fuel station are developed in accordance with facility strategy documented by IMST Corp. Convenience center is operated meeting NACS average standards with best-in-class service and maintenance. Facility performs at volumes and sales indicated by projections. Aggressive fuel and tobacco pricing.

Specific Assumptions:

Based on 2013 NACS State of the Industry Report powered by CSX.

Operating expenses do not include debt service, franchise fee, depreciation, taxes, or administrative allocation.

Operating income does not include Lottery, ATM, vending, rebates, or trucker merchandise.

Margins reflect retail fuel and store sales. Tax advantages are reflected in sales via aggressive pricing strategies.

Fuel tax and cigarette tax advantages granted the Navajo Nation are not reflected in margins.

Competitive Analysis Summary

Trade Area Summary

10	Total Competitive Units
22.2	Average Distance in Miles
106	Total Gasoline Fueling Positions
14	Total Truck Diesel Lanes
28,500	Total Convenience Store Square Footage
2,850	Average Convenience Store Square Footage

Brands and Convenience Chains



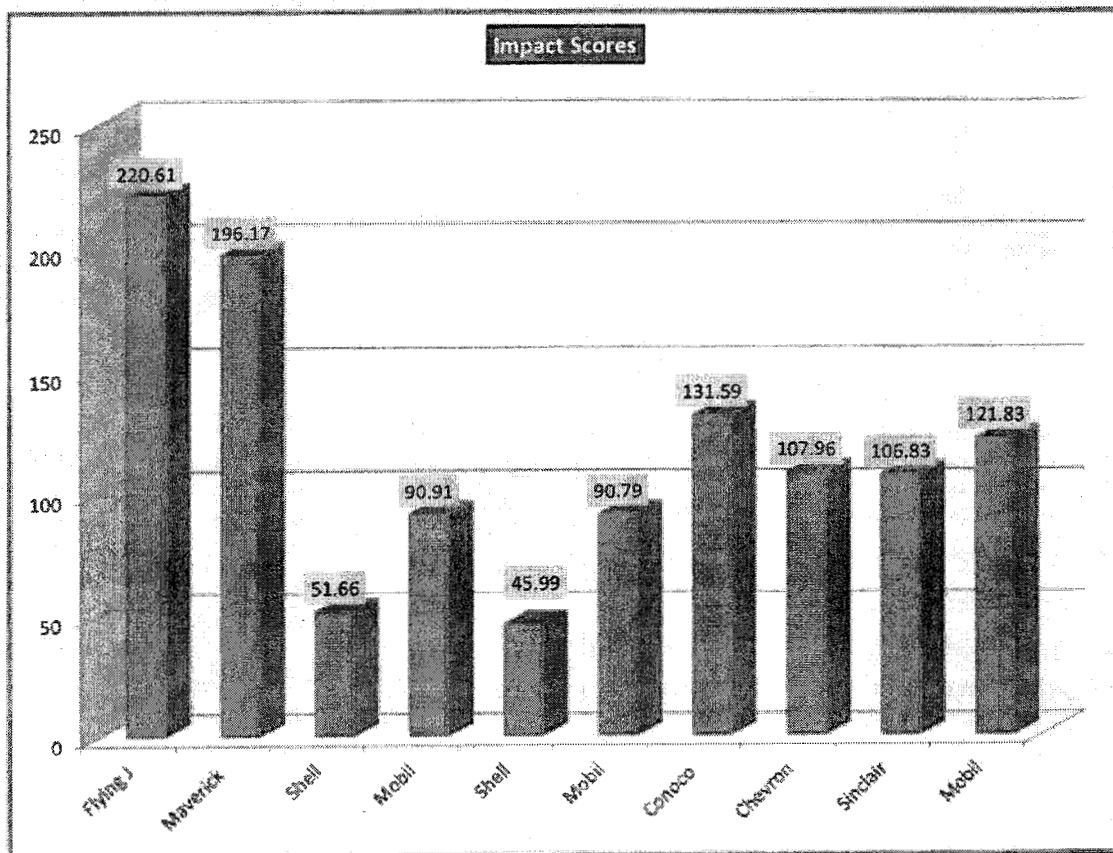
Competitive Impact Scores

54.5	Average Gasoline Impact Score
8.5	Average Diesel Impact Score
53.4	Average Convenience Impact Score
6.0	Average Fast Food Impact Score
0.02	Average Distance Impact Score
220.6	Maximum Competitor Impact Score
46.0	Minimum Competitor Impact Score

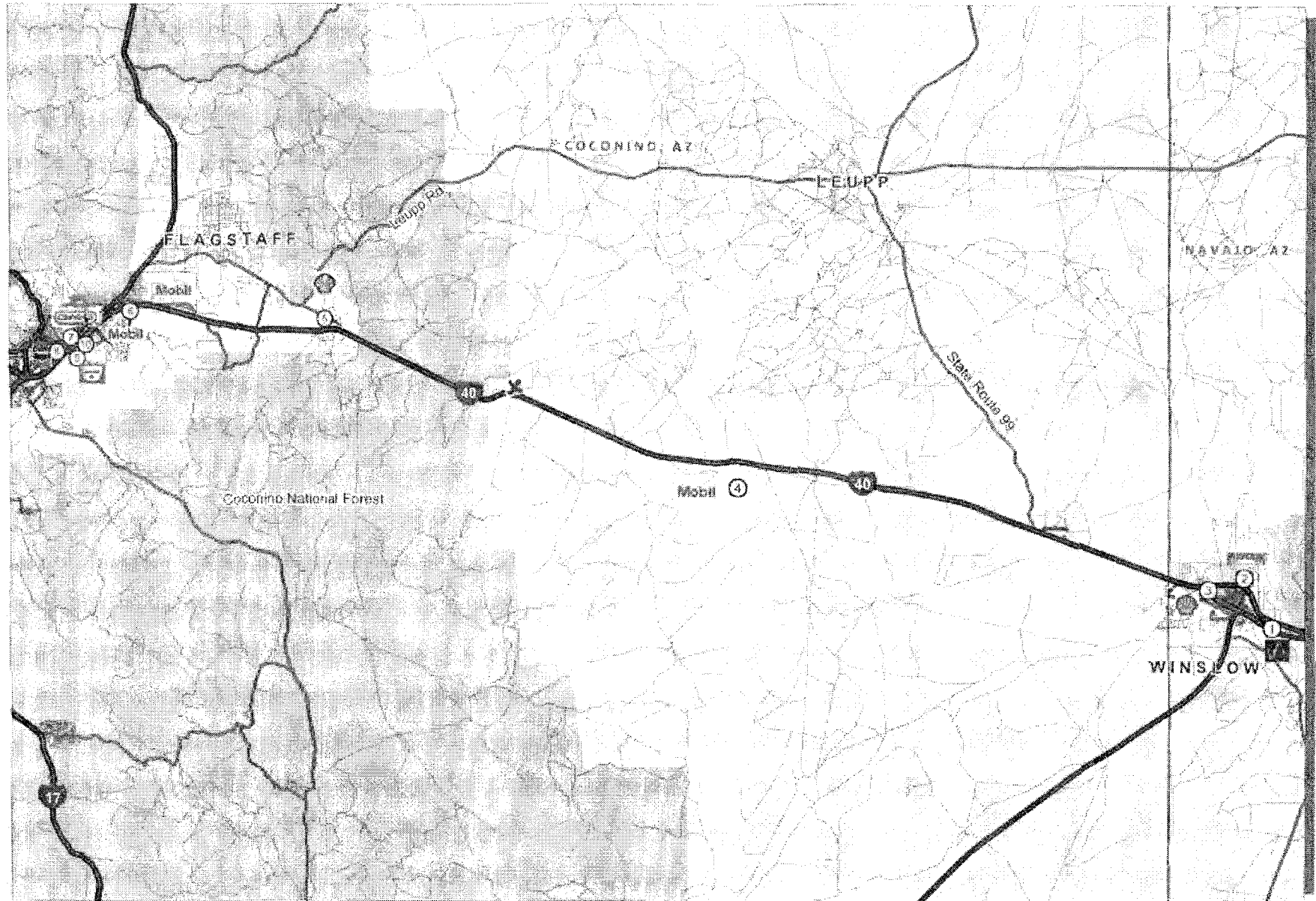
Posted Prices

Market Price Gasoline	\$2.99 ⁹
Lead Price Gasoline	\$2.75 ⁹
Market Price Diesel	\$2.86 ⁹
Lead Price Diesel	\$2.76 ⁹

Date: 6/24/2015

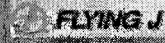


Competition Map



● = Gasoline/Diesel/Convenience Store

Competition Analysis: Convenience Store and Fuel

Name:	Flying J	Brand:	Flying J	Map:	1
Location:	Interstate 40 and Transcontinental Lane (Exit #255)	Intersection:	SE		
Type:	Truck Stop	Distance:	34.3		

Forecourt & Exterior

Posted Prices

6	MPD's	Standard	Canopy	Unleaded	\$2.85 ⁹
3	Electronic	Pay	Air/Water	Midgrade	\$2.90 ⁹
20	# of Gas Hoses	Yes	CRIND's	Premium	\$3.10 ⁹
3	# of Gas Grades	8	Brand Sign Facings	Diesel	\$2.91 ⁹
14	# of Fueling Positions	4	Price Sign Facings	Cash Discount	\$2.75 ⁹
28	# of Diesel Hoses	Yes	Pre Pay Fuel		
10	# of Truck Lanes	1	# of Access Points	Strategy	-0.14
	# of Kerosene Hoses	Average	Visibility		0.05
	# of E-85 Hoses	None	Traffic Regulation	Competitive Impact	
	# of EV Stations	Ltd Access	Road Configuration		
48	# of Self Service Hoses	Average	On Site Movement		
	# of Full Service Hoses	75	Posted Speed		
Stacked	Fuel Configuration	3,500	Size of Store		
	Car Wash	12	Up Front Parking	Gasoline Score	71.5
				Diesel Score	46.5
				Convenience Store Score	66.9
				Fast Food Score	43.0
				Distance Score	0.01

Convenience Store

16	Walk In Cooler Doors	Average	Maintenance	Expanded	Restrooms
	Reach In Cooler Doors	Average	Interior Lighting	Average	Snack Merchandising
	LED Cooler Lighting	Average	Interior Signage	Average	Tobacco Merchandising
	Walk In Freezer Doors	Excellent	Fountain Beverage	Full	Credit/Debit Card
	Reach In Freezer Doors		Frozen/Specialty	24	Hours of Operation
3	Open Coolers	Excellent	Coffee Bar	4	Cashier Stations
	Interior Ice Doors	3	Beer/Wine Doors	Yes	Lottery
2	Exterior Ice Doors		Beer Cave	Yes	ATM
1	Novelty Freezers	Denny's	Fast Food Brand	Yes	Uniforms
Restricted	Interior Visibility	Hot Express	Fast Food	Average	Customer Service/Experience
Yes	Trucker Merchandise	No	Laundry		
Yes	Showers	Yes	Lounge		

Date: 6/24/2019



Competition Analysis: Convenience Store and Fuel

Name:	Maverick	Brand:	Maverick	Map #:	2
Location:	Interstate 40 and North Park Dr. (Exit # 253)			Intersection:	NE
Type:	Convenience Store			Distance:	32.6



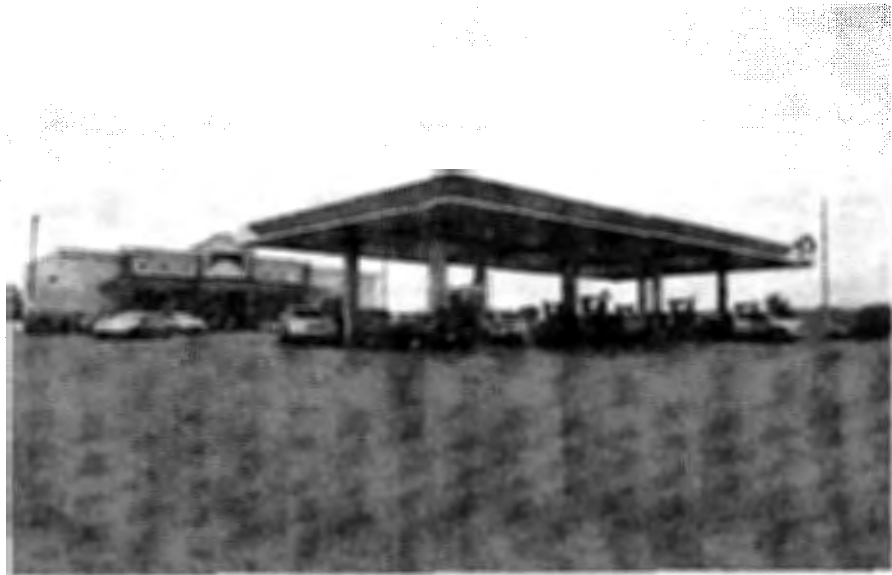
Forecourt & Exterior	Posted Prices
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8	MPD's	Standard	Canopy	Unleaded	\$2.75 ⁹												
	Electronic	Pay	Air/Water	Midgrade	\$2.85 ⁹												
16	# of Gas Hoses	Yes	CRIND's	Premium	\$2.99 ⁹												
4	# of Gas Grades	4	Brand Sign Facings	Diesel	\$2.76 ⁹												
16	# of Fueling Positions	2	Price Sign Facings	Card Discount													
8	# of Diesel Hoses	Yes	Pre Pay Fuel	90 Oct	\$2.93 ⁹												
	# of Truck Lanes	2	# of Access Points	Strategy	-0.24												
	# of Kerosene Hoses	Average	Visibility		-0.10												
	# of E-85 Hoses	None	Traffic Regulation	<table><tr><th colspan="2">Competitive Imp</th></tr><tr><td>Gasoline Score</td><td></td></tr><tr><td>Diesel Score</td><td></td></tr><tr><td>Convenience Store Score</td><td></td></tr><tr><td>Fast Food Score</td><td></td></tr><tr><td>Distance Score</td><td></td></tr></table>		Competitive Imp		Gasoline Score		Diesel Score		Convenience Store Score		Fast Food Score		Distance Score	
Competitive Imp																	
Gasoline Score																	
Diesel Score																	
Convenience Store Score																	
Fast Food Score																	
Distance Score																	
	# of EV Stations	Ltd Access	Road Configuration														
24	# of Self Service Hoses	Average	On Site Movement														
	# of Full Service Hoses	75	Posted Speed														
Stacked	Fuel Configuration	4,000	Size of Store														
	Car Wash	10	Up Front Parking														

Convenience Store

13	Walk in Cooler Doors	Average	Maintenance	Interior	Restrooms
	Reach In Cooler Doors	Average	Interior Lighting	Average	Snack Merchandising
Yes	LED Cooler Lighting	Average	Interior Signage	Average	Tobacco Merchandising
	Walk In Freezer Doors	Excellent	Fountain Beverage	Full	Credit/Debit Card
2	Reach In Freezer Doors	Excellent	Frozen/Specialty	24	Hours of Operation
2	Open Coolers	Average	Coffee Bar	2	Cashier Stations
1	Interior Ice Doors	2	Beer/Wine Doors	Yes	Lottery
2	Exterior Ice Doors	Yes	Beer Cave	Yes	ATM
	Novelty Freezers		Fast Food Brand	Yes	Uniforms
Average	Interior Visibility	Hot Express	Fast Food	Average	Customer Service/Experience
No	Trucker Merchandise	No	Laundry		
No	Showers	No	Lounge		

Date: 5/24/2015



Competition Analysis: Convenience Store and Fuel

Name:	Food Mart	Brand:	Shell	Age:	3
Location:	Interstate 40 and Hipkoe Drive (Exit #2)	Intersection:	SE		
Type:	Convenience Store	Distance:	31.2		



Forecourt & Exterior

4	MPD's	Standard	Canopy	Unleaded	\$3.34 ⁹
	Electronic	Pay	Air/Water	Midgrade	\$3.45 ⁹
8	# of Gas Hoses	Yes	CRIND's	Premium	\$3.56 ⁹
3	# of Gas Grades		Brand Sign Facings	Diesel	\$3.43 ⁹
8	# of Fueling Positions	3	Price Sign Facings	Card Discount	
4	# of Diesel Hoses	Yes	Pre Pay Fuel		
	# of Truck Lanes	2	# of Access Points	Strategy	0.35
	# of Kerosene Hoses	Average	Visibility		0.57
	# of E-85 Hoses	None	Traffic Regulation	Competitive Impact	
	# of EV Stations	Ltd Access	Road Configuration	Gasoline Score	44.5
12	# of Self Service Hoses	BelowAvg	On Site Movement	Diesel Score	3.5
	# of Full Service Hoses	75	Posted Speed	Convenience Store Score	46.9
Parallel	Fuel Configuration	2,500	Size of Store	Fast Food Score	3.0
	Car Wash	6	Up Front Parking	Distance Score	0.01

Convenience Store

12	Walk In Cooler Doors	Below Avg	Maintenance	Interior	Restrooms
1	Reach In Cooler Doors	Below Avg	Interior Lighting	Average	Snack Merchandising
	LED Cooler Lighting	Below Avg	Interior Signage	Average	Tobacco Merchandising
	Walk In Freezer Doors	Average	Fountain Beverage	Full	Credit/Debit Card
	Reach In Freezer Doors		Frozen/Specialty	18	Hours of Operation
	Open Coolers	Limited	Coffee Bar	2	Cashier Stations
	Interior Ice Doors	4	Beer/Wine Doors	Yes	Lottery
	Exterior Ice Doors		Beer Cave	Yes	ATM
1	Novelty Freezers		Fast Food Brand	Yes	Uniforms
Restricted	Interior Visibility	Hot Express	Fast Food	Below Avg	Customer Service/Experience
No	Trucker Merchandise	No	Laundry		
No	Showers	No	Lounge		

Date: 5/24/2015



Competition Analysis: Convenience Store and Fuel

Name:	Mobil RV Park	Brand:	Mobil	Map #:	4
Location:	Interstate 40 and Meteor Crater (Exit #233)			Intersection:	SW
Type:	Convenience Store			Distance:	13.1



Forecourt & Exterior	Posted Prices
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2	MPD's	Standard	Canopy	Unleaded	\$2.98 *
	Electronic	Free	Air/Water	Midgrade	
4	# of Gas Hoses	Yes	CRIND's	Premium	
3	# of Gas Grades	4	Brand Sign Facings	Diesel	\$2.82 *
4	# of Fueling Positions	2	Price Sign Facings	Card Discount	
4	# of Diesel Hoses	Yes	Pre Pay Fuel		
	# of Truck Lanes	2	# of Access Points	Strategy	-0.01
	# of Kerosene Hoses	BelowAvg	Visibility		-0.04
	# of E-85 Hoses	None	Traffic Regulation	Competitive Impact	
	# of EV Stations	Undivided	Road Configuration	Gasoline Score	44.5
8	# of Self Service Hoses	BelowAvg	On Site Movement	Diesel Score	8.5
	# of Full Service Hoses	5	Posted Speed	Convenience Store Score	32.6
Parallel	Fuel Configuration	1,500	Size of Store	Fast Food Score	0.0
	Car Wash		Up Front Parking	Distance Score	0.02

Convenience Store

8	Walk In Cooler Doors	Below Avg	Maintenance	Interior	Restrooms
	Reach In Cooler Doors	Below Avg	Interior Lighting	Average	Snack Merchandising
	LED Cooler Lighting	Below Avg	Interior Signage	Average	Tobacco Merchandising
	Walk In Freezer Doors	Limited	Fountain Beverage	Full	Credit/Debit Card
	Reach In Freezer Doors	Limited	Frozen/Specialty	18	Hours of Operation
1	Open Coolers	Poor	Coffee Bar	2	Cashier Stations
	Interior Ice Doors		Beer/Wine Doors	Yes	Lottery
2	Exterior Ice Doors		Beer Cave	Yes	ATM
	Novelty Freezers		Fast Food Brand	Yes	Uniforms
Poor	Interior Visibility		Fast Food	Below Avg	Customer Service/Experience
No	Trucker Merchandise	No	Laundry		
No	Showers	No	Lounge		

Date: 6/24/2015



Competition Analysis: Convenience Store and Fuel

Name:	Food Mart	Brand:	Shell	Map #:	5
Location:	Interstate 40 and (Exit #211)	Intersection:	NW		
Type:	Convenience Store	Distance:	8.7		



Forecourt & Exterior

3	MPD's	Standard	Canopy	Unleaded	\$3.09 ⁰
1	Electronic	Pay	Air/Water	Midgrade	\$3.19 ⁰
6	# of Gas Hoses	Yes	CRIND's	Premium	\$3.29 ⁰
2	# of Gas Grades	5	Brand Sign Facings	Diesel	\$3.29 ⁰
6	# of Fueling Positions	2	Price Sign Facings	Card Discount	
2	# of Diesel Hoses	Yes	Pre Pay Fuel		
	# of Truck Lanes	2	# of Access Points	Strategy	0.10
	# of Kerosene Hoses	Average	Visibility		0.43
	# of E-85 Hoses	None	Traffic Regulation		
	# of EV Stations	Ltd Access	Road Configuration		
8	# of Self Service Hoses	BelowAvg	On Site Movement		
	# of Full Service Hoses	75	Posted Speed		
Parallel	Fuel Configuration	1,500	Size of Store		
	Car Wash	6	Up Front Parking		

Competitive Impact

Gasoline Score	36.5
Diesel Score	2.0
Convenience Store Score	38.3
Fast Food Score	0.0
Distance Score	0.03


Convenience Store

9	Walk In Cooler Doors	Below Avg	Maintenance	Interior	Restrooms
3	Reach In Cooler Doors	Below Avg	Interior Lighting	Average	Snack Merchandising
	LED Cooler Lighting	Below Avg	Interior Signage	Limited	Tobacco Merchandising
	Walk In Freezer Doors	Limited	Fountain Beverage	Full	Credit/Debit Card
3	Reach In Freezer Doors		Frozen/Specialty	18	Hours of Operation
	Open Coolers	Poor	Coffee Bar	2	Cashier Stations
	Interior Ice Doors	4	Beer/Wine Doors	Yes	Lottery
	Exterior Ice Doors		Beer Cave	Yes	ATM
	Novelty Freezers		Fast Food Brand	Yes	Uniforms
Poor	Interior Visibility		Fast Food	Below Avg	Customer Service/Experience
No	Trucker Merchandise	No	Laundry		
No	Showers	No	Lounge		

Date: 6/24/2015



Competition Analysis: Convenience Store and Fuel

Name:	Food Mart	Brand:	Mobil	Map #:	6	
Location:	Interstate 40 and Country Club Road	Intersection:	SE	Distance:	20.3	
Type:	Convenience Store					

Forecourt & Exterior

6	MPD's	Standard	Canopy	Unleaded	\$2.99 ⁰
	Electronic		Air/Water	Midgrade	\$3.15 ⁹
36	# of Gas Hoses	Yes	CRIND's	Premium	\$3.25 ⁹
3	# of Gas Grades	5	Brand Sign Facings	Diesel	\$2.89 ⁰
12	# of Fueling Positions	2	Price Sign Facings	Card Discount	
2	# of Diesel Hoses	Yes	Pre Pay Fuel		
	# of Truck Lanes	1	# of Access Points	Strategy	0.00
	# of Kerosene Hoses	Average	Visibility		0.03
	# of E-85 Hoses	Electronic	Traffic Regulation	Competitive Impact	
	# of EV Stations	Ltd Access	Road Configuration	Gasoline Score	48.5
38	# of Self Service Hoses	BelowAvg	On Site Movement	Diesel Score	2.5
	# of Full Service Hoses	75	Posted Speed	Convenience Store Score	45.1
In Line	Fuel Configuration	2,000	Size of Store	Fast Food Score	0.0
	Car Wash		Up Front Parking	Distance Score	0.01


Convenience Store

12	Walk In Cooler Doors	Below Avg	Maintenance	Interior	Restrooms
10	Reach In Cooler Doors	Below Avg	Interior Lighting	Average	Snack Merchandising
	LED Cooler Lighting	Below Avg	Interior Signage	Limited	Tobacco Merchandising
	Walk In Freezer Doors	Average	Fountain Beverage	Full	Credit/Debit Card
2	Reach In Freezer Doors		Frozen/Specialty	24	Hours of Operation
	Open Coolers	Average	Coffee Bar	2	Cashier Stations
1	Interior Ice Doors	5	Beer/Wine Doors	Yes	Lottery
2	Exterior Ice Doors		Beer Cave	Yes	ATM
1	Novelty Freezers		Fast Food Brand	Yes	Uniforms
Restricted	Interior Visibility		Fast Food	Below Avg	Customer Service/Experience
No	Trucker Merchandise	No	Laundry		
No	Showers	No	Lounge		

Date: 6/24/2015



Competition Analysis: Convenience Store and Fuel

Name:	Giant	Brand:	Conoco	Map #:	7	
Location:	Interstate 40 and E. Butler Avenue			Intersection:	NW	
Type:	Convenience Store			Distance:	20.5	

Forecourt & Exterior

5	MPD's	Standard	Canopy	Unleaded	\$2.95 ⁹
1	Electronic	Pay	Air/Water	Midgrade	\$3.09 ⁹
10	# of Gas Hoses	Yes	CRIND's	Premium	\$3.23 ⁹
3	# of Gas Grades	5	Brand Sign Facings	Diesel	\$2.95 ⁹
10	# of Fueling Positions		Price Sign Facings	Card Discount	
1	# of Diesel Hoses	Yes	Pre Pay Fuel	Strategy	-0.04
	# of Truck Lanes	2	# of Access Points		0.09
	# of Kerosene Hoses	Average	Visibility	Competitive Impact	
	# of E-85 Hoses	None	Traffic Regulation	Gasoline Score	65.5
	# of EV Stations	Ltd Access	Road Configuration	Diesel Score	2.5
11	# of Self Service Hoses	Below Avg	On Site Movement	Convenience Store Score	58.3
	# of Full Service Hoses	75	Posted Speed	Fast Food Score	0.0
Dive In	Fuel Configuration	9,500	Size of Store	Distance Score	0.01
	Car Wash		Up Front Parking		

Convenience Store

13	Walk In Cooler Doors	Average	Maintenance	Interior	Restrooms
3	Reach In Cooler Doors	Average	Interior Lighting	Average	Snack Merchandising
	LED Cooler Lighting	Below Avg	Interior Signage	Average	Tobacco Merchandising
	Walk In Freezer Doors	Excellent	Fountain Beverage	Full	Credit/Debit Card
	Reach In Freezer Doors		Frozen/Specialty	24	Hours of Operation
	Open Coolers	Average	Coffee Bar	2	Cashier Stations
5	Interior Ice Doors	5	Beer/Wine Doors	Yes	Lottery
	Exterior Ice Doors		Beer Cave	Yes	ATM
1	Novelty Freezers		Fast Food Brand	Yes	Uniforms
Average	Interior Visibility		Fast Food	Below Avg	Customer Service/Experience
No	Trucker Merchandise	No	Laundry		
No	Showers	No	Lounge		

Date: 6/24/2015



Competition Analysis: Convenience Store and Fuel

Name:	Food Mart	Brand:	Chevron	Map #:	8
Location:	Interstate 40 and E. Butler Avenue	Intersection:	NW		
Type:	Convenience Store	Distance:	20.5		



Forecourt & Exterior

4	MPD's	Standard	Canopy	Unleaded	\$2.99 ^g
	Electronic		Air/Water	Midgrade	\$3.15 ^g
24	# of Gas Hoses	Yes	CRIND's	Premium	\$3.25 ^g
3	# of Gas Grades	4	Brand Sign Facings	Diesel	
8	# of Fueling Positions	2	Price Sign Facings	Card Discount	
	# of Diesel Hoses	Yes	Pre Pay Fuel		
	# of Truck Lanes	2	# of Access Points	Strategy	0.00
	# of Kerosene Hoses	Average	Visibility		
	# of E-85 Hoses	None	Traffic Regulation		
	# of EV Stations	Ltd Access	Road Configuration		
24	# of Self Service Hoses	BelowAvg	On Site Movement		
	# of Full Service Hoses	75	Posted Speed		
Parallel	Fuel Configuration	3,000	Size of Store		
	Car Wash		Up Front Parking		

Competitive Impact

Gasoline Score	51.5
Diesel Score	0.0
Convenience Store Score	55.4
Fast Food Score	0.0
Distance Score	0.01

Convenience Store

15	Walk In Cooler Doors	Below Avg	Maintenance	Interior	Restrooms
8	Reach In Cooler Doors	Below Avg	Interior Lighting	Average	Snack Merchandising
	LED Cooler Lighting	Below Avg	Interior Signage	Average	Tobacco Merchandising
	Walk In Freezer Doors	Average	Fountain Beverage	Full	Credit/Debit Card
2	Reach In Freezer Doors		Frozen/Specialty	18	Hours of Operation
	Open Coolers	Average	Coffee Bar	2	Cashier Stations
2	Interior Ice Doors	10	Beer/Wine Doors	Yes	Lottery
	Exterior Ice Doors		Beer Cave	Yes	ATM
3	Novelty Freezers		Fast Food Brand	Yes	Uniforms
Restricted	Interior Visibility		Fast Food	Below Avg	Customer Service/Experience
No	Trucker Merchandise	No	Laundry		
No	Showers	No	Lounge		

Date: 6/24/2015



Competition Analysis: Convenience Store and Fuel

Name:	Little America Hotel	Brand:	Sinclair	Map #:	9
Location:	Interstate 40 and E. Butler Avenue			Intersection:	SE
Type:	Travel Plaza			Distance:	20.2



Forecourt & Exterior

Posted Prices

8	MPD's	Canopy	Unleaded	\$2.99 ⁹
10	Electronic	Pay Air/Water	Midgrade	\$3.19 ⁹
16	# of Gas Hoses	Yes CRIND's	Premium	\$3.29 ⁹
3	# of Gas Grades	6 Brand Sign Facings	Diesel	\$2.85 ⁹
16	# of Fueling Positions	2 Price Sign Facings	Card Discount	
24	# of Diesel Hoses	Yes Pre Pay Fuel		
4	# of Truck Lanes	3 # of Access Points	Strategy	0.00
	# of Kerosene Hoses	Average Visibility		-0.01
	# of E-85 Hoses	Electronic Traffic Regulation	Competitive Impact	
	# of EV Stations	Ltd Access Road Configuration	Gasoline Score	74.5
40	# of Self Service Hoses	BelowAvg On Site Movement	Diesel Score	32.5
	# of Full Service Hoses	75 Posted Speed	Convenience Store Score	53.3
Parallel	Fuel Configuration	4,000 Size of Store	Fast Food Score	4.0
	Car Wash	Up Front Parking	Distance Score	0.01


Convenience Store

12	Walk In Cooler Doors	Below Avg Maintenance	Expanded Restrooms
3	Reach In Cooler Doors	Below Avg Interior Lighting	Average Snack Merchandising
	LED Cooler Lighting	Average Interior Signage	Average Tobacco Merchandising
	Walk In Freezer Doors	Average Fountain Beverage	Full Credit/Debit Card
3	Reach In Freezer Doors	Frozen/Specialty	24 Hours of Operation
	Open Coolers	Average Coffee Bar	2 Cashier Stations
	Interior Ice Doors	4 Beer/Wine Doors	Yes Lottery
	Exterior Ice Doors	Beer Cave	Yes ATM
1	Novelty Freezers	Fast Food Brand	Yes Uniforms
Poor	Interior Visibility	Diner Fast Food	Below Avg Customer Service/Experience
Yes	Trucker Merchandise	Yes Laundry	
Yes	Showers	Yes Lounge	

Date: 6/24/2015



Competition Analysis: Convenience Store and Fuel

Name:	Food Mart	Brand:	Mobil	Map #:	10	
Location:	Interstate 40 and E. Butler Avenue			Intersection:	NE	
Type:	Convenience Store			Distance:	20.2	

Forecourt & Exterior	Posted Prices
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6	MPD's	Standard	Canopy	Unleaded	\$2.99 ^a
	Electronic	Pay	Air/Water	Midgrade	\$3.15 ^a
36	# of Gas Hoses	Yes	CRIND's	Premium	\$3.26 ^a
3	# of Gas Grades	6	Brand Sign Facings	Diesel	
12	# of Fueling Positions	2	Price Sign Facings	Card Discount	
	# of Diesel Hoses	Yes	Pre Pay Fuel		
	# of Truck Lanes	2	# of Access Points	Strategy	0.00
	# of Kerosene Hoses	Average	Visibility		
	# of E-85 Hoses	None	Traffic Regulation		
	# of EV Stations	Ltd Access	Road Configuration		
36	# of Self Service Hoses	BelowAvg	On Site Movement		
	# of Full Service Hoses	75	Posted Speed		
Stacked	Fuel Configuration	3,000	Size of Store		
	Car Wash	7	Up Front Parking		

Competitive Impact	
Gasoline Score	59.5
Diesel Score	0.0
Convenience Store Score	61.1
Fast Food Score	0.0
Distance Score	0.01

Convenience Store

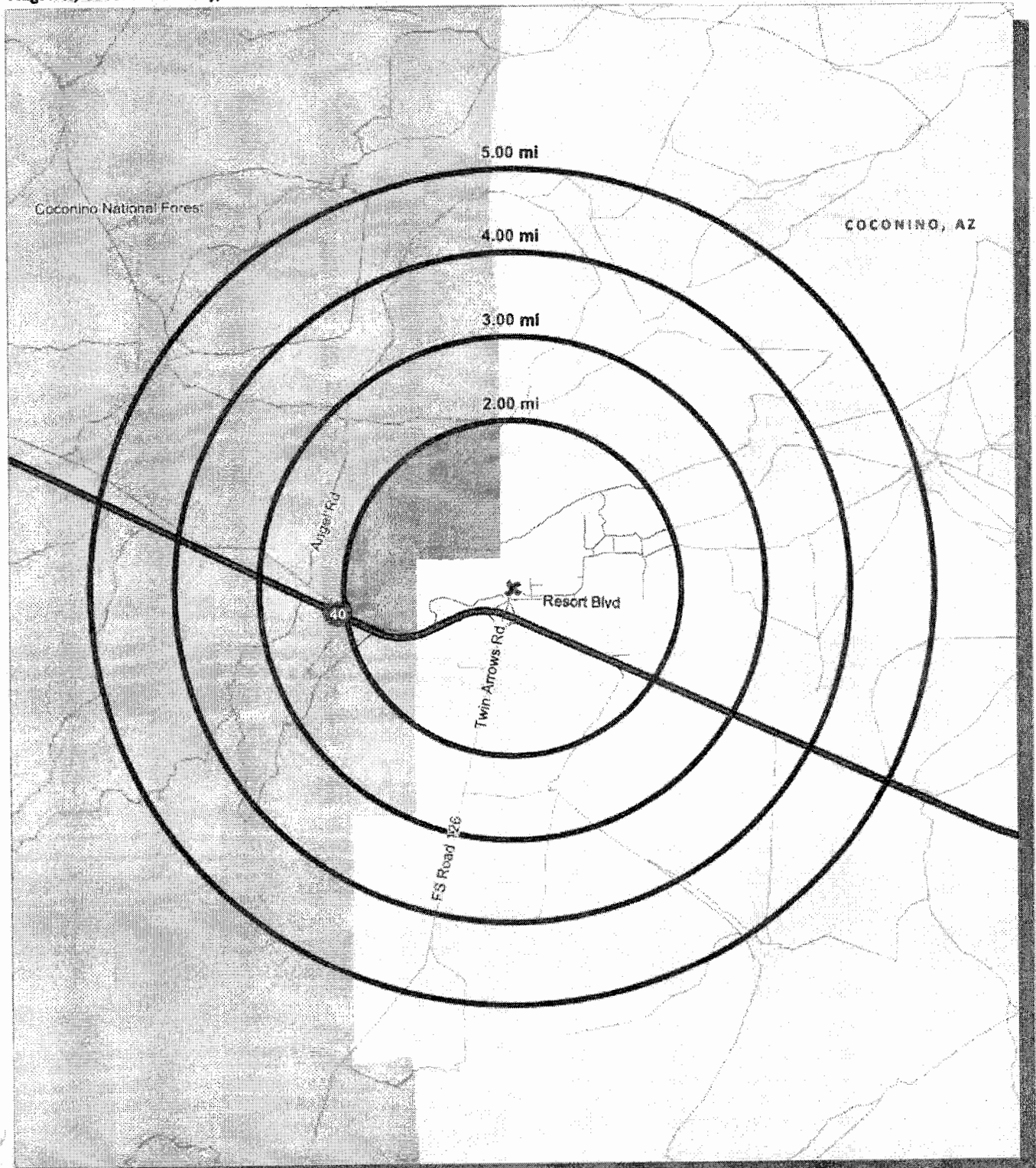
18	Walk In Cooler Doors	Below Avg	Maintenance	Interior	Restrooms
20	Reach In Cooler Doors	Below Avg	Interior Lighting	Limited	Snack Merchandising
	LED Cooler Lighting	Average	Interior Signage	Average	Tobacco Merchandising
	Walk In Freezer Doors	Average	Fountain Beverage	Full	Credit/Debit Card
	Reach In Freezer Doors	Poor	Frozen/Specialty	18	Hours of Operation
	Open Coolers	Average	Coffee Bar	2	Cashier Stations
	Interior Ice Doors	16	Beer/Wine Doors	Yes	Lottery
	Exterior Ice Doors		Beer Cave	Yes	ATM
1	Novelty Freezers		Fast Food Brand	Yes	Uniforms
Poor	Interior Visibility		Fast Food	Below Avg	Customer Service/Experience
No	Trucker Merchandise	No	Laundry		
No	Showers	No	Lounge		

Date: 6/24/2015



Trade Area Map
2-, 3-, 4-, and 5-Mile Rings

Interstate 40 (Exit #219) and Twin Arrows Road
Flagstaff, Coconino County, Arizona 86004



X = Site

Demand Report

Location: Interstate 40 (Exit #219) and Twin Arrows Road
Flagstaff, Arizona 86004

	2 MILE RING 12.56 SQ/MI	3 MILE RING 28.27 SQ/MI	4 MILE RING 50.26 SQ/MI	5 MILE RING 78.53 SQ/MI
POPULATION TREND				
2010 Total Population	31	34	40	49
2014 Total Population	33	35	40	46
2019 Total Population	34	35	41	46
% Population Change 2000 to 2010	.0%	.0%	2.6%	.0%
% Population Change 2000 to 2014	6.5%	2.9%	2.6%	-6.1%
% Population Change 2010 to 2019	9.7%	2.9%	2.5%	-6.1%
% Population Change 2014 to 2019	3.0%	.0%	2.5%	.0%
2014 Total Daytime Population	24	25	28	33
2014 Total Employees	6	6	6	7
2014 Total Daytime at Home Population	18	19	22	26
2014 Total Employees (% of Daytime Population)	25.0%	24.0%	21.4%	21.2%
2014 Total Daytime at Home Population (% of Daytime Popul	75.0%	76.0%	78.6%	78.8%
DENSITY				
2014 Population Density	1	1	2	2
2014 Employee Density	0	0	0	0
HOUSEHOLDS TREND				
2010 Households	9	10	14	17
2014 Households	9	10	13	15
2019 Households	9	10	13	15
% Household Change 2000 to 2010	12.5%	.0%	7.7%	6.3%
% Household Change 2000 to 2014	12.5%	.0%	.0%	-6.3%
% Household Change 2010 to 2019	.0%	.0%	-7.1%	-11.8%
% Household Change 2014 to 2019	.0%	.0%	.0%	.0%
2014 Average household size: Owner occupied	2.0	2.1	2.2	2.3
2014 Average household size: Renter occupied	0.4	0.4	0.4	0.4
INCOME				
2010 Household income: Median	\$59,999	\$42,499	\$47,499	\$44,999
2010 Household Income: Average	\$69,051	\$70,211	\$65,512	\$63,439
2014 Household income: Median	\$87,499	\$74,999	\$49,999	\$54,999
2014 Household income: Average	\$75,238	\$73,509	\$72,431	\$70,500
2019 Household income: Median	\$93,749	\$93,749	\$83,332	\$57,499
2019 Household Income: Average	\$83,987	\$81,588	\$80,542	\$77,802
HOUSEHOLD VEHICLES				
2014 Households: Number of vehicles available	23	26	33	38
2014 Owner occupied: Number of vehicles available	20	22	29	34
2014 Renter occupied: Number of vehicles available	4	4	4	5

Demand Report

Location: Interstate 40 (Exit #219) and Twin Arrows Road
Flagstaff, Arizona 86004

	2 MILE RING 17.56 SQ/MI	3 MILE RING 28.27 SQ/MI	4 MILE RING 50.26 SQ/MI	5 MILE RING 78.53 SQ/MI
RACE & ETHNICITY				
% 2014 White alone	72.7%	68.6%	67.5%	58.7%
% 2014 Black or African American alone	.0%	.0%	.0%	.0%
% 2014 American Indian and Alaska Native alone	18.2%	22.9%	25.0%	32.6%
% 2014 Asian alone	.0%	.0%	.0%	.0%
% 2014 Native Hawaiian and OPI alone	.0%	.0%	.0%	.0%
% 2014 Some Other Race alone	3.0%	2.9%	2.5%	2.2%
% 2014 Two or More Races alone	3.0%	2.9%	2.5%	2.2%
% 2014 Hispanic	9.1%	8.6%	10.0%	8.7%
% 2014 Not Hispanic	90.9%	91.4%	90.0%	91.3%
EDUCATION & OCCUPATION				
Education				
% 2014 No High School Diploma	4.2%	4.0%	10.3%	12.1%
% 2014 High school graduate, GED, or alternative	20.8%	24.0%	20.7%	21.2%
% 2014 College No Degree	29.2%	28.0%	27.6%	24.2%
% 2014 College Degree	25.0%	24.0%	24.1%	24.2%
% 2014 Advanced Degree	16.7%	16.0%	13.8%	12.1%
% 2014 College or Advanced Degree	41.7%	40.0%	37.9%	36.4%
Occupation				
% 2010 Occupation: White collar	56.3%	58.8%	55.0%	52.2%
% 2010 Occupation: Blue collar	43.8%	47.1%	45.0%	43.5%
% 2014 Occupation: White collar	58.8%	55.6%	57.1%	56.5%
% 2014 Occupation: Blue collar	41.2%	44.4%	42.9%	43.5%
AGE & OCCUPANCY				
Age				
2014 Total population: Median age	45	45	44	43
2014 Male population: Median age	45	46	45	45
2014 Female population: Median age	43	43	45	45
Occupancy				
2014 Households	9	10	13	15
% 2014 Owner occupied housing units	85.7%	87.5%	90.9%	85.7%
% 2014 Renter occupied housing units	14.3%	12.5%	9.1%	14.3%

Demand Report

Location: Interstate 40 (Exit #219) and Twin Arrows Road
Flagstaff, Arizona 86004

	2 MILE RING 12.56 SQ/MI	3 MILE RING 28.27 SQ/MI	4 MILE RING 50.26 SQ/MI	5 MILE RING 78.53 SQ/MI
RETAIL SALES POTENTIAL				
2014 Convenience stores	\$9,957	\$11,411	\$15,170	\$18,079
2014 Gasoline stations with convenience stores	\$32,997	\$37,401	\$49,489	\$58,296
2014 Beer, wine, & liquor stores	\$1,849	\$2,153	\$2,800	\$3,406
2014 Supermarkets & other grocery (except convenience) sto	\$36,211	\$40,879	\$53,615	\$62,952
2014 Restaurant Expenditures	\$10,287	\$11,501	\$14,812	\$17,240
HOUSEHOLD EXPENDITURES				
Automotive				
2014 Gasoline (Household Average)	\$2,496	\$2,534	\$2,572	\$2,612
2014 Diesel fuel (Household Average)	\$34	\$34	\$34	\$35
2014 Gasoline on out-of-town trips (Household Average)	\$176	\$172	\$176	\$171
2014 Motor oil (Household Average)	\$10	\$10	\$10	\$11
2014 Lube, oil change, and oil filters (Household Average)	\$97	\$98	\$99	\$100
2014 Maintenance and repairs (Household Average)	\$1,008	\$1,011	\$1,025	\$1,027
Food/Alcohol/Tobacco				
2014 Food at home	\$32,604	\$36,992	\$48,596	\$57,372
2014 Food at home (Household Average)	\$3,623	\$3,699	\$3,738	\$3,825
2014 Food away from home (Household Average)	\$2,902	\$2,957	\$2,982	\$3,045
2014 Meals at restaurants carry outs (Household Average)	\$2,269	\$2,313	\$2,329	\$2,379
2014 Alcoholic beverages	\$4,209	\$4,755	\$6,192	\$7,286
2014 Alcoholic beverages (Household Average)	\$468	\$476	\$476	\$486
2014 At home (Household Average)	\$205	\$215	\$215	\$227
2014 Away from home (Household Average)	\$262	\$260	\$261	\$259
2014 Beer and ale (at home)	\$654	\$785	\$1,059	\$1,322
2014 Beer and ale (Household Average)	\$73	\$79	\$81	\$88
2014 Wine (at home)	\$248	\$305	\$399	\$513
2014 Wine (Household Average)	\$59	\$68	\$71	\$81
2014 Other alcoholic beverages	\$370	\$389	\$498	\$535
2014 Other alcoholic beverages (Household Average)	\$41	\$39	\$38	\$36
2014 Tobacco products and smoking supplies	\$3,938	\$4,313	\$5,653	\$6,403
2014 Tobacco products and smoking supplies (Household Ave	\$438	\$431	\$435	\$427
2014 Cigarettes	\$3,619	\$3,958	\$5,188	\$5,866
2014 Cigarettes (Household Average)	\$402	\$396	\$399	\$391
2014 Other tobacco products	\$308	\$340	\$446	\$511
2014 Other tobacco products (Household Average)	\$34	\$34	\$34	\$34
2014 Smoking accessories	\$11	\$14	\$20	\$26
2014 Smoking accessories (Household Average)	\$1	\$1	\$2	\$2

Full Demographic Report

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Flagstaff, Arizona 86004

	2 MILE RING 12.56 SQ/MI	3 MILE RING 28.27 SQ/MI	4 MILE RING 50.26 SQ/MI	5 MILE RING 78.53 SQ/MI
POPULATION OVERVIEW				
Population Trend				
2000 Total Population	31	34	39	49
2010 Total Population	31	34	40	49
2014 Total Population	33	35	40	46
2019 Total Population	34	35	41	46
% Population Change 2000 to 2010	.0%	.0%	2.6%	.0%
% Population Change 2000 to 2014	6.5%	2.9%	2.6%	-6.1%
% Population Change 2010 to 2019	9.7%	2.9%	2.5%	-6.1%
% Population Change 2014 to 2019	3.0%	.0%	2.5%	.0%
2014 Race and Ethnicity				
White alone	72.7%	68.6%	67.5%	58.7%
Black or African American alone	.0%	.0%	.0%	.0%
Asian alone	.0%	.0%	.0%	.0%
Other Race	24.2%	28.6%	30.0%	37.0%
Hispanic or Latino				
Hispanic	9.1%	8.6%	10.0%	8.7%
Not Hispanic	90.9%	91.4%	90.0%	91.3%
Age Trend				
2014 Median Age	45	45	44	43
2014 Male population: Median age	45	46	45	45
2014 Female population: Median age	43	43	45	45
2014 Total population: Median age	45	45	45	46
19 and Under	24.2%	25.7%	22.5%	26.1%
20 to 29	9.1%	8.6%	10.0%	8.7%
30 to 39	12.1%	11.4%	12.5%	10.9%
40 to 49	15.2%	14.3%	15.0%	15.2%
50 to 64	30.3%	31.4%	27.5%	26.1%
65 and Over	12.1%	11.4%	10.0%	10.9%
Male Population				
% 2014 Male population: Under 5 years	3.0%	2.9%	2.5%	2.2%
% 2014 Male population: 5 to 9 years	3.0%	2.9%	2.5%	2.2%
% 2014 Male population: 10 to 14 years	3.0%	2.9%	5.0%	4.3%
% 2014 Male population: 15 to 19 years	3.0%	2.9%	2.5%	4.3%
% 2014 Male population: 20 to 24 years	3.0%	2.9%	2.5%	2.2%
% 2014 Male population: 25 to 29 years	3.0%	2.9%	2.5%	2.2%
% 2014 Male population: 30 to 34 years	3.0%	2.9%	2.5%	2.2%
% 2014 Male population: 35 to 39 years	3.0%	2.9%	2.5%	2.2%
% 2014 Male population: 40 to 44 years	3.0%	2.9%	2.5%	2.2%
% 2014 Male population: 45 to 49 years	6.1%	5.7%	5.0%	4.3%
% 2014 Male population: 50 to 54 years	6.1%	5.7%	5.0%	6.5%

Full Demographic Report

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% 2014 Male population: 55 to 59 years	6.1%	5.7%	5.0%	4.3%
% 2014 Male population: 60 to 64 years	3.0%	5.7%	5.0%	4.3%
% 2014 Male population: 65 to 69 years	3.0%	2.9%	2.5%	2.2%
% 2014 Male population: 70 to 74 years	3.0%	2.9%	2.5%	2.2%
% 2014 Male population: 75 to 79 years	.0%	.0%	.0%	.0%
% 2014 Male population: 80 to 84 years	.0%	.0%	.0%	.0%
% 2014 Male population: 85 years and over	.0%	.0%	.0%	.0%
Female Population				
% 2014 Female population: Under 5 years	3.0%	2.9%	2.5%	2.2%
% 2014 Female population: 5 to 9 years	3.0%	2.9%	2.5%	2.2%
% 2014 Female population: 10 to 14 years	3.0%	2.9%	2.5%	4.3%
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% 2014 Female population: 45 to 49 years	6.1%	5.7%	5.0%	4.3%
% 2014 Female population: 50 to 54 years	6.1%	5.7%	5.0%	4.3%
% 2014 Female population: 55 to 59 years	6.1%	5.7%	5.0%	4.3%
% 2014 Female population: 60 to 64 years	3.0%	2.9%	2.5%	2.2%
% 2014 Female population: 65 to 69 years	3.0%	2.9%	2.5%	2.2%
% 2014 Female population: 70 to 74 years	.0%	.0%	.0%	2.2%
% 2014 Female population: 75 to 79 years	.0%	.0%	2.5%	2.2%
% 2014 Female population: 80 to 84 years	.0%	.0%	.0%	.0%
% 2014 Female population: 85 years and over	.0%	.0%	.0%	.0%
HOUSEHOLD OVERVIEW				
Household Trend				
2000 Households	8	10	13	16
2010 Households	9	10	14	17
2014 Households	9	10	13	15
2019 Households	9	10	13	15
% Household Change 2000 to 2010	12.5%	.0%	7.7%	6.3%
% Household Change 2000 to 2014	12.5%	.0%	.0%	-6.3%
% Household Change 2010 to 2019	.0%	.0%	-7.1%	-11.8%
% Household Change 2014 to 2019	.0%	.0%	.0%	.0%
2014 Household Size				
Average Household Size	2.4	2.6	2.6	2.7
% Family Households	66.7%	70.0%	64.3%	64.7%
% Nonfamily households	33.3%	40.0%	35.7%	29.4%

Full Demographic Report

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Household Income Trend				
2000 Median Income	\$34,999	\$34,999	\$37,499	\$34,999
2010 Median Income	\$59,999	\$42,499	\$47,499	\$44,999
2014 Median Income	\$87,499	\$74,999	\$49,999	\$54,999
2019 Median Income	\$93,749	\$93,749	\$83,332	\$57,499
% Median Income Change 2000 to 2010	71.4%	21.4%	26.7%	28.6%
% Median Income Change 2000 to 2014	150.0%	114.3%	33.3%	57.1%
% Median Income Change 2010 to 2019	56.3%	120.6%	75.4%	27.8%
% Median Income Change 2014 to 2019	7.1%	25.0%	66.7%	4.5%
2000 Household Income: Average	\$48,045	\$42,610	\$41,975	\$39,322
2010 Household Income: Average	\$69,051	\$70,211	\$65,512	\$63,439
2014 Household Income: Average	\$75,238	\$73,509	\$72,431	\$70,500
2019 Household Income: Average	\$83,987	\$81,588	\$80,542	\$77,802
2014 Household Income				
up to \$24,999	11.1%	20.0%	30.8%	26.7%
\$25,000 to \$49,999	.0%	10.0%	23.1%	26.7%
\$50,000 to \$74,999	22.2%	20.0%	15.4%	13.3%
\$75,000 to \$124,999	33.3%	30.0%	23.1%	33.3%
\$125,000 to \$199,999	22.2%	20.0%	15.4%	13.3%
\$200,000 or more	.0%	.0%	.0%	.0%
HOUSING UNITS OVERVIEW				
2014 Home Value				
Median Home Value	\$350,000	\$300,000	\$262,500	\$237,500
Average Home Value	\$428,268	\$384,571	\$269,686	\$253,747
2014 Occupancy				
Households	9	10	13	15
Owner Occupied	85.7%	87.5%	90.9%	85.7%
Renter Occupied	14.3%	12.5%	9.1%	14.3%
Occupancy by Number of Units				
1 Unit, Detached	83.3%	87.5%	81.8%	84.6%
1 Unit, Attached	.0%	.0%	.0%	.0%
2 to 9	.0%	.0%	.0%	.0%
10 to 49	.0%	.0%	.0%	.0%
50 or more Units	.0%	.0%	.0%	.0%
Mobile Home	16.7%	12.5%	18.2%	15.4%
Boat, RV, Van, etc.	.0%	.0%	.0%	.0%

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2014 Occupation				
Civilian employed population 16 years and over	17	18	21	23
White collar	58.8%	55.6%	57.1%	56.5%
Blue collar	41.2%	44.4%	42.9%	43.5%
2014 Educational Attainment				
Population 25 years and over	24	25	29	33
No High School Diploma	4.2%	4.0%	10.3%	12.1%
High school graduate, GED, or alternative	20.8%	24.0%	20.7%	21.2%
College No Degree	29.2%	28.0%	27.6%	24.2%
College or Advanced Degree	41.7%	40.0%	37.9%	36.4%
2014 Marital Status				
Population 15 years and over	27	29	33	38
Married	59.3%	58.6%	60.6%	57.9%
Not Married	40.7%	41.4%	39.4%	42.1%
Average Travel Time to Work Trend				
2000 Travel time: Average (in minutes)	25	26	27	31
2010 Travel time: Average (in minutes)	27	28	29	30
2014 Travel time: Average (in minutes)	27	27	28	29
Work at Home Trend				
% 2000 Workers 16+ years who work at home	6.7%	6.3%	5.6%	5.0%
% 2010 Workers 16 years and over who work at home	12.5%	11.8%	10.5%	9.1%
% 2014 Workers 16+ years who work at home	11.8%	11.1%	10.0%	9.1%
Did Not Work at Home Trend				
% 2000 Workers 16+ years not work at home	93.3%	93.8%	94.4%	95.0%
% 2010 Workers 16+ years not work at home	87.5%	88.2%	89.5%	90.9%
% 2014 Workers 16+ years not work at home	88.2%	88.9%	90.0%	90.9%
Mode of Transportation to Work				
Car, truck, or van - Drove alone	70.6%	72.2%	75.0%	72.7%



Presented by:

IMST Corp.

16360 Park Ten Place Drive, Suite 102
Houston, TX 77084

Phone: 281.398.0321

FAX: 281.825.4179

Email: info@imstcorp.com

Website: www.imstcorp.com

The contents of this study, including all projections, are based on information furnished by the client, customer and data collected by IMST in the field, and from other sources. IMST does not warrant that there have been no material changes in the data since generation, including merchantability and fitness for a particular purpose with regard to the study and all underlying data and analysis. IMST makes reasonable efforts to obtain all data for the study; however, market conditions are subject to change and these changes may significantly alter actual sales.

The completed study is not intended to provide a guarantee of actual business performance.

It is our understanding that the studied site has been thoroughly tested regarding potential contamination and no problems now exist that create negative environmental conditions.

If you should have any questions regarding this information, please call us at 281.398.0321.

S9611



Navajo Nation Gaming Enterprise

Ph. 505.905.7100 Fax: 505.905.7240

Post Office Box 1700 Church Rock, NM 87311 Shipping Address: 249 E. NM 118 St. Hwy Church Rock, NM 87311

September 2, 2015

Honorable Members of the Navajo Nation Council
The Navajo Nation Council
P.O. Box 9000
Window Rock, AZ 86515

RE: *Recommending and Urging Support of the \$4.4 Million Funding Request for the Construction of a Police and Fire Substation at the Twin Arrows Navajo Casino Resort*

Dear Honorable Members of the Navajo Nation Council,

On behalf of the Navajo Nation Gaming Enterprise (NNGE), I write to seek your support of approximately \$4.4 million funding request for the construction of a Police and Fire Substation at the Twin Arrows Navajo Casino Resort. Your support of this appropriation will significantly minimize potential risk and liability to the Navajo Nation and will ensure compliance with the Navajo Nation and State of Arizona Gaming Compact.

The NNGE, in coordination with the Navajo Nation Division of Public Safety, seeks to construct a 15,000 sq. ft. police and fire substation. The substation will house Fire Department personnel, Navajo Police Officers and emergency medical responders; provide living quarters, offices and sufficient space to house a ladder truck and a Fire and Rescue vehicle.

Additionally, pursuant to Section 13 of the Navajo Nation and State of Arizona Gaming Compact, which was signed on January 3, 2003, the Navajo Nation agreed to provide sufficient emergency, medical, fire and law enforcement services to the Navajo Nation's gaming facility (Twin Arrows) within the Arizona portion of the Navajo Nation. Considering the long distance factor from Leupp Fire District and the Dilkon Police District, in response to an emergency at Twin Arrows, the only acceptable option is to develop the substation on the Twin Arrows property.

This project has been shovel ready for over one (1) year and has been awaiting approval for funding by the Navajo Nation. In addition, the NNGE has contributed significant match-funding related to this Compact requirement. The detail breakdown is provided in the attached spreadsheet.

This is an extremely critical matter affecting the public safety of casino patrons and employees. Approval of this funding request will support the Navajo Nation's commitment to ensure that an adequate police, fire and emergency medical response is provided at Twin Arrows in furtherance of the Arizona Gaming Compact requirements, and will also support enhanced services for surrounding Navajo communities.

Letter to Navajo Nation Council
September 2, 2015

Page 2

Thank you for your support.

Sincerely,

A handwritten signature in black ink, appearing to read "Derrick Watchman", written over a horizontal line.

Derrick Watchman
Chief Executive Officer

ATTACHMENTS:

1.	NNGE Cost-Match Funding Spreadsheet
2.	Proposal
3.	Budget
4.	Support Resolutions and Letters

Vendors	Description	Type	Total
Bound Tree Medical	misc medical supplies	2	\$13,509.31
L.N. Curtis and Sons	Firefighter misc Equip	3	\$200,532.11
Seagrave Fire Apparatus, LLC	Ladder Truck	3	\$892,070.00
L.N. Curtis and Sons	Navajo Nation Tax	3	\$9,581.38
Gas For Fire Truck		3	\$8,000.00
Walmart	dishware, utensils, blankets, sheets	6	\$328.71
Walmart	pillows, pillow cases	6	\$85.40
Modular Space Collection	Fire Dept-Bunk House	6	\$53,800.00
Banker Insulation of Northern	spray foam insulation to the temporary fire truck garage	6	\$10,293.15
Ashley Furniture Homestore	furniture for fire department	6	\$6,602.40
Walmart	towels, lamps, shower curtain, light bulbs	6	\$113.50
The Home Depot	various cleaning supplies for firefighters trailer	6	\$419.07
Signal One, Southwest Protective Svce	Signal One, Southwest Protective Svce	6	\$7,111.56
Direct TV 2015		6	\$792.00
Water/Electricity 2013		6	\$480.00
Water/Electricity 2014		6	\$480.00
Water/Electricity 2015		6	\$320.00
Rooms for Fire Department	2013	7	\$71,633.85
Rooms for Fire Department	2014	7	\$100,708.17
Guardian Air 2013	EMT SERVICES	services	\$57,126.75
Guardian Air 2014	EMT SERVICES	services	\$92,784.14
Guardian Air 2015	EMT SERVICES	services	\$49,202.34
Cross Commission 2014	Coconino Police Dept./Cross Commission 2014	services	\$15,210.45
Cross Commission 2015	Cross Commission 2015	services	\$9,412.64
Fire MOU 2013		services	\$37,750.02
Fire MOU 2014		services	\$75,500.04
Fire MOU 2015		services	\$50,333.36
Navajo Police MOU 2013		services	\$125,000.00
Navajo Police MOU 2014		services	\$300,000.00
Navajo Police MOU 2015		services	\$200,000.00
Land Acquisition for Sub Station (3 acres)		4% Land	\$54,965.75
BSL		4% Land Rental from NN	\$51,889.81
Infrastructure Costs (Power, Water & Sewage)		4% NTUA, Water Wells, and Propane Fari	\$996,966.20
Costs to Date:			\$3,493,002.12
Operating Costs - Annual Cost Estimates	Future Costs - Water / Waste Water		\$7,289.60
Operating Costs - Annual Cost Estimates	Future Costs - Utilities		\$50,000.00
Operating Costs - Annual Cost Estimates	Future Costs - Housekeeping		\$25,560.00
Operating Costs - Annual Cost Estimates	Future Costs - BSL		\$22,680.72
Operating Costs - Annual Cost Estimates	Future Costs - Maint Yrly Cost		\$33,750.00
Future Costs:			\$139,280.32
Total:			\$3,632,282.44



Navajo Nation Gaming Enterprise

Ph. 505.905.7100 Fax: 505.905.7240

Post Office Box 1700 Church Rock, NM 87311 Shipping Address: 249 E. NM 118 St. Hwy Church Rock, NM 87311

July 30, 2013

Casey Begay, Director
Capital Improvement Office
P.O. Box 1510
Window Rock, AZ 86515

RE: Twin Arrows Police/Fire Substation Proposal

Dear Mr. Begay,

On behalf of the Navajo Nation Gaming Enterprise (NNGE), I respectfully submit the attached Twin Arrows Police/Fire Substation proposal for project funding consideration, as well as consideration for the Navajo Nation Bond Proposal. We are working in coordination with the Navajo Division of Public Safety to establish a substation at Twin Arrows to ensure a timely police, fire and emergency medical response for the Twin Arrows Navajo Casino Resort and surrounding Navajo communities.

The proposed development location is within NNGE's existing 405 acre Business Site Lease. Included in the proposal packet is the survey plat, environmental, archeological and biological clearances, conceptual design, schematic, site plan and proposed budget. The NNGE has developed the necessary infrastructure, including electricity, water, wastewater, and telecommunications. These systems are readily available for the substation.

Thank you for your review and consideration of this request. Should you have any questions, please call me at (505) 870-6749, or Derrick Watchman, CEO, NNGE, at (505) 870-6328. Or, you may contact Mr. John Billison, Executive Director for the Navajo Division of Public Safety at (928) 871-6581.

Sincerely,

Michelle Dotson, Special Projects Manager
Navajo Nation Gaming Enterprise

ATTACHMENTS: Twin Arrows Substation Proposal

xc: Derrick Watchman, John Billison, Arbin Mitchell, Katherine Benally, Edmund Yazzie, Lorenzo Bates

**Navajo Nation
Division of Public Safety**

**Police/Fire Substation
Twin Arrows, AZ**



Submitted By:

Navajo Nation Gaming Enterprise
P.O. Box 1700
Church Rock, NM 87311

In Coordination With the

Navajo Nation
Division of Public Safety
P.O. Box 3360
Window Rock AZ, 86515

Contact Persons:

Derrick Watchman, NNGE
(505) 870-6328
dwatchman@nnge.org

Michelle Dotson, NNGE
(505) 870-6749
mdotson@nnge.org

John Billison, NDPS
928 871-6581
jbillison@navajo-nsn.gov

EXECUTIVE Summary

In August of 2010, the Navajo Nation Gaming Enterprise acquired 405 acres of land, in fee, selected by the Navajo-Hopi Land Commission under the Navajo-Hopi Land Settlement Act. The Twin Arrows lands, located 20 miles east of Flagstaff, Arizona was deeded to the Navajo Nation and accepted into trust by the Secretary of Interior in December 2010. The 405 acres is part of the total Navajo Nation land base.

On May 24, 2013, the Navajo Nation Gaming Enterprise, under a Navajo Nation Business Site Lease issued in January 2011, opened the *Twin Arrows Navajo Casino Resort*. Ancillary development plans, within and around the 405 acres, are currently planned by many Navajo Nation entities. These entities include the Navajo Nation Shopping Centers, Navajo Nation Oil and Gas Company, the Navajo Division of Transportation and the Navajo Housing Authority.

To ensure an effective and timely police, fire and emergency medical response at the casino, for the future planned developments, and surrounding communities, the construction of a police/ fire substation is required.

The proposed police/fire substation will house: Navajo police officers, emergency medical personnel, fire & rescue personnel, criminal investigators, and, when necessary, multi-agencies, including state, county and federal emergency responders.

The new facility will house the following Navajo Division of Public Safety programs:

Police Services will provide:

- Enforcement of Navajo, State and Federal traffic and criminal laws.
- Response to calls for services. These calls are often for domestic violence, gang and drug activity, DWI, stolen vehicles and juvenile violence.

Fire & Rescue Services will provide:

- Fire Suppression/Prevention/Code Enforcement.
- Rescue Services (Vehicle extrication, Rescue Operations).
- Response to hazardous material situations and mitigation.
- Health and Safety Prevention/Awareness (CPR, EMS, Fire Safety, First Aid, etc.).

Emergency Medical Services will provide:

- Emergency Medical Services and transportation to the nearest hospital.
- Response to persons in need of immediate medical care to prevent loss of life or to avoid aggravated physical, psychological illness, and/or injury.
- An authorized regional-wide system to manage and operate within the territorial jurisdiction of the Navajo Nation.

Criminal Investigation Services will provide:

- Criminal investigations of suspected violations of the criminal laws of the United States that occur within the Navajo Nation and authorized by the U.S. Attorney for the District of Arizona.
- Control and authority over criminal investigation activities within the territorial jurisdiction of the Navajo Nation.
- That all criminal investigations are conducted with a view towards prosecution in the Federal Courts, and, when appropriate, in the Navajo Nation and State courts.

Emergencies can occur at any time and seconds could mean the difference between life and death. For this reason, emergency responders will be on-site to perform these services 24-hours a day, seven days a week. To perform effectively, the assigned personnel need a functional facility to prepare, rest, stage and train for the next emergency call.

TWIN ARROWS Police/Fire Substation

The proposed police/fire substation is approximately 15,000 sq. ft. and includes living quarters, classrooms, dayroom, apparatus bay, offices and other amenities. The design of the substation allows for expansion of the facility to incorporate changes consistent with the needs of the growing community. See attached draft floor plan (subject to change). Exhibit A.

The site survey and all archeological, biological and environmental studies have been conducted and clearances obtained for the proposed location. See attached reports. Exhibit B.

All required infrastructure; water, electricity, telecommunications, and Internet connectivity exist on-site and are available for connection to the substation.

CLASSROOM Training

Training is an integral part of the services provided. Personnel train, on a weekly basis, on different sub-topics of discipline. Training may be lecture based, hands-on, or a combination of both. Training is not optional, but a requirement for each department.

The proposed facility includes a classroom to accommodate 10-15 personnel in training and on occasion 20-30 personnel for other larger training programs. These classrooms will not only serve as training rooms, but as a source of public education for different disciplines.

To facilitate the classroom environment, a lounge where personnel can go for breaks and to relax is also planned. This lounge would have a small kitchen, soda machine, tables and chairs, a television and sofa.

OFFICE Report Room

The proposed facility is a multi-functional facility and will require office space for each program working out of the substation. The offices will serve as a reporting section, reference/study room, a library for media and text work, which can also be utilized by other agencies such as county, state and federal representatives.

DAY Room

Like a living room, the day room is a social gathering spot where personnel can relax and enjoy the company of others, or watch television. This room will house typical furniture found in a residential home – television, VCR/DVD player, stereo, couches or recliners and end tables.

KITCHEN/DINING Room

The kitchen includes all those components found in a home: a two to four burner stove, refrigerators, microwave, cupboards above the counter, coffee pot, dishwasher, etc. The substation also includes a dining room with dining table and chairs.

BUNK AREA/CREW Quarters

The facility will hold the crew and its crew quarters. It consists of bedrooms, bathrooms, and a laundry room.

Personnel that provide on-site coverage need a place to sleep. Each room would sleep a minimum of two, and the person in-charge will have his/her own room. Separate quarters will be maintained for men and women.

This facility is designed to house numerous personnel, if need be. Occasionally, "special assignments," require additional personnel from the Navajo Nation, State or County to assist. The ability to accommodate additional personnel will be cost effective for the Division, avoiding the need to procure lodging and meals.

APPARATUS Bays

The current design will allow three bays for two fire trucks, emergency response and support vehicles. Each bay stall will be equipped with a diesel exhaust removal system. Within the apparatus bays, individual rooms will be provided with the following:

- **SCBA/MEDICAL/Room**

This room would store all spare breathing apparatus bottles and air-packs, including medical air, such as oxygen. This room would also house the air compressor that would refill the breathing apparatus air tanks. These bottles are compressed air cylinders and must be enclosed in a secured room.

- **DECON Room**

A decon room is a decontamination room. This room will house a shower with a catch basin, two large sinks and two large industrial washing machines. Given the nature of the services, equipment and clothing are routinely contaminated by the products of combustion (which are cancerous), bodily fluids (which can result in short-term and long-term illness) and other agents and chemicals – such as corrosives, hydrocarbon fuels, regular dirt and grime, etc. To assure protection of personnel, patients, and the general population, this room would serve as a central point for decontamination of equipment, clothing and personnel.

- **STORAGE Room**

Decontaminated equipment will be placed in the storage room and available for use. This facility will also include additional storage space to store extra fire hoses, medical supplies, parts, clothing, etc.

PROPOSED Budget

The estimated cost for the Twin Arrows Police/Fire Substation is approximately **\$4,311,056.51**. The budget detail is attached. Exhibit C.

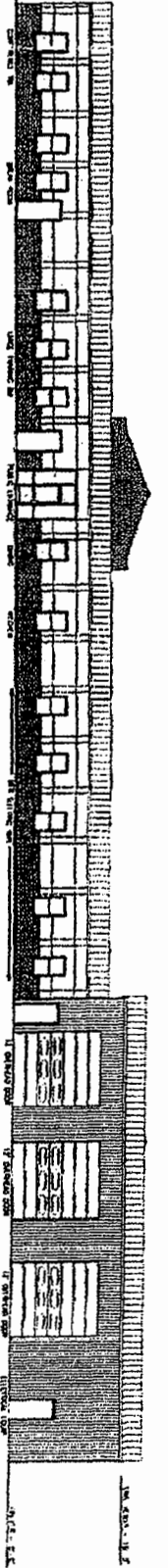
CONCLUDING Statement

Twin Arrows is a fast developing Navajo community. The proposed police/fire substation will be a cornerstone for a new housing development and a new business district that will help to build the Navajo economy and provide needed employment. The establishment of the proposed police/fire substation will provide this new Navajo community, surrounding community and businesses with a timely police, fire and emergency medical response.

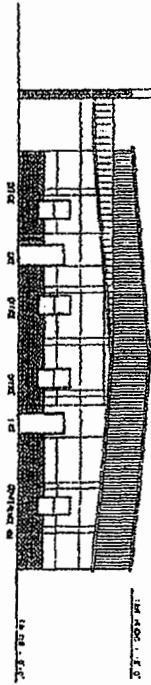
EXHIBIT A

DRAFT

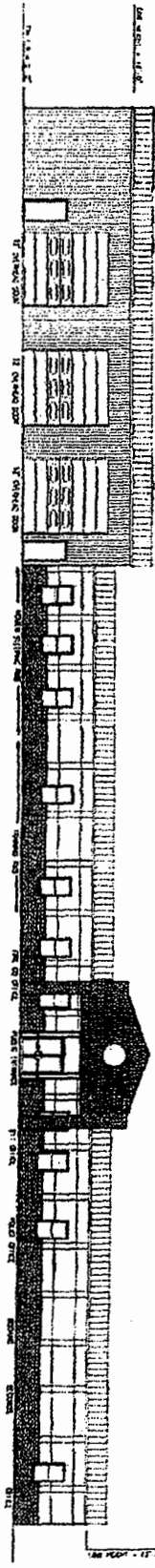
NORTH ELEVATION
Scale 1/8" = 1'-0"



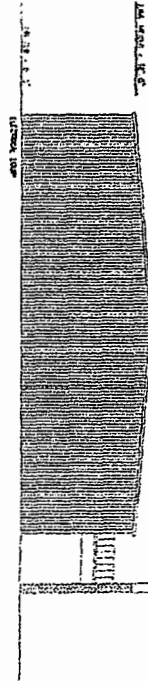
EAST ELEVATION (ADMINISTRATION)
Scale 1/8" = 1'-0"



SOUTH ELEVATION
Scale 1/8" = 1'-0"



WEST ELEVATION (ENGINE SHOP)
Scale 1/8" = 1'-0"

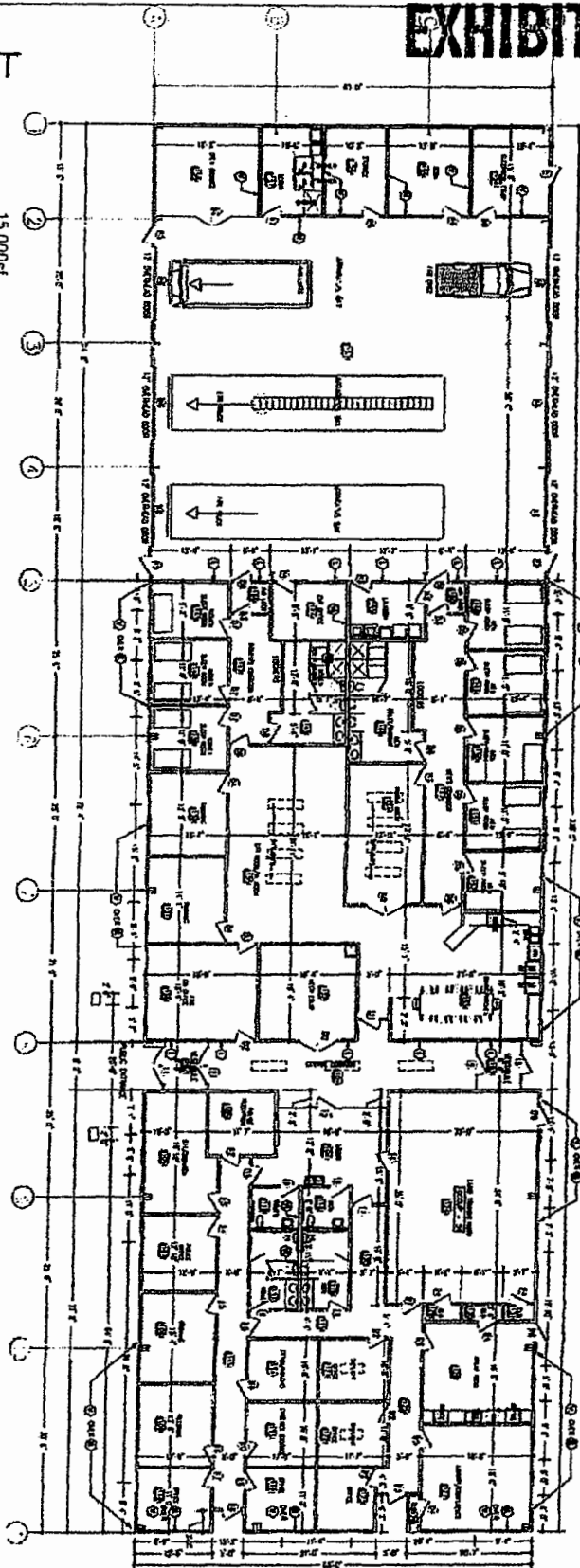


WARREN & GOODIN, INC.
ARCHITECTS - ENGINEERS

Drawn by	WGP
Scale	1/8" = 1'-0"

Project No.	100-100-100
Sheet No.	100-100-100

EXHIBIT A

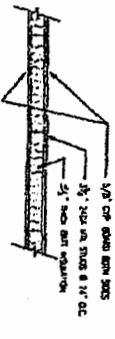


ALL INFORMATION CONTAINED
HEREIN IS UNCLASSIFIED



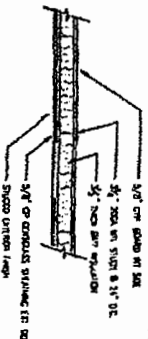
- 3/8" 17M 2" CVP BOARD WITH SOCS
- 5/8" 20CA W/4 STUDS @ 14" O/C

bioRxiv preprint doi: <https://doi.org/10.1101/000000>; this version posted January 1, 2016. The copyright holder for this preprint (which was not certified by peer review) is the author/funder, who has granted bioRxiv a license to display the preprint in perpetuity. It is made available under aCC-BY-NC-ND 4.0 International license.



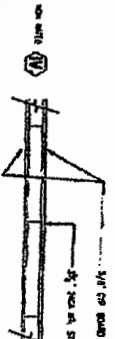
— 3/8" CR GALVANIZED STEEL
— 1/2" x 24" W/ 5 RINGS @ 14" OC

Figure 1



1/2" DIA. GALV. STEEL
 1/4" DIA. GALV. STEEL
 1/2" DIA. GALV. STEEL

1000



... 3/8" CTR BOUND

References



— 2/3" 5/8" 6/8" 7/8" 1" 1 1/8" 1 1/4" 1 1/2" 1 3/4" 2" 2 1/4" 2 1/2" 2 3/4" 3" 3 1/4" 3 1/2" 3 3/4" 4" 4 1/4" 4 1/2" 4 3/4" 5" 5 1/4" 5 1/2" 5 3/4" 6" 6 1/4" 6 1/2" 6 3/4" 7" 7 1/4" 7 1/2" 7 3/4" 8" 8 1/4" 8 1/2" 8 3/4" 9" 9 1/4" 9 1/2" 9 3/4" 10" 10 1/4" 10 1/2" 10 3/4" 11" 11 1/4" 11 1/2" 11 3/4" 12" 12 1/4" 12 1/2" 12 3/4" 13" 13 1/4" 13 1/2" 13 3/4" 14" 14 1/4" 14 1/2" 14 3/4" 15" 15 1/4" 15 1/2" 15 3/4" 16" 16 1/4" 16 1/2" 16 3/4" 17" 17 1/4" 17 1/2" 17 3/4" 18" 18 1/4" 18 1/2" 18 3/4" 19" 19 1/4" 19 1/2" 19 3/4" 20" 20 1/4" 20 1/2" 20 3/4" 21" 21 1/4" 21 1/2" 21 3/4" 22" 22 1/4" 22 1/2" 22 3/4" 23" 23 1/4" 23 1/2" 23 3/4" 24" 24 1/4" 24 1/2" 24 3/4" 25" 25 1/4" 25 1/2" 25 3/4" 26" 26 1/4" 26 1/2" 26 3/4" 27" 27 1/4" 27 1/2" 27 3/4" 28" 28 1/4" 28 1/2" 28 3/4" 29" 29 1/4" 29 1/2" 29 3/4" 30" 30 1/4" 30 1/2" 30 3/4" 31" 31 1/4" 31 1/2" 31 3/4" 32" 32 1/4" 32 1/2" 32 3/4" 33" 33 1/4" 33 1/2" 33 3/4" 34" 34 1/4" 34 1/2" 34 3/4" 35" 35 1/4" 35 1/2" 35 3/4" 36" 36 1/4" 36 1/2" 36 3/4" 37" 37 1/4" 37 1/2" 37 3/4" 38" 38 1/4" 38 1/2" 38 3/4" 39" 39 1/4" 39 1/2" 39 3/4" 40" 40 1/4" 40 1/2" 40 3/4" 41" 41 1/4" 41 1/2" 41 3/4" 42" 42 1/4" 42 1/2" 42 3/4" 43" 43 1/4" 43 1/2" 43 3/4" 44" 44 1/4" 44 1/2" 44 3/4" 45" 45 1/4" 45 1/2" 45 3/4" 46" 46 1/4" 46 1/2" 46 3/4" 47" 47 1/4" 47 1/2" 47 3/4" 48" 48 1/4" 48 1/2" 48 3/4" 49" 49 1/4" 49 1/2" 49 3/4" 50" 50 1/4" 50 1/2" 50 3/4" 51" 51 1/4" 51 1/2" 51 3/4" 52" 52 1/4" 52 1/2" 52 3/4" 53" 53 1/4" 53 1/2" 53 3/4" 54" 54 1/4" 54 1/2" 54 3/4" 55" 55 1/4" 55 1/2" 55 3/4" 56" 56 1/4" 56 1/2" 56 3/4" 57" 57 1/4" 57 1/2" 57 3/4" 58" 58 1/4" 58 1/2" 58 3/4" 59" 59 1/4" 59 1/2" 59 3/4" 60" 60 1/4" 60 1/2" 60 3/4" 61" 61 1/4" 61 1/2" 61 3/4" 62" 62 1/4" 62 1/2" 62 3/4" 63" 63 1/4" 63 1/2" 63 3/4" 64" 64 1/4" 64 1/2" 64 3/4" 65" 65 1/4" 65 1/2" 65 3/4" 66" 66 1/4" 66 1/2" 66 3/4" 67" 67 1/4" 67 1/2" 67 3/4" 68" 68 1/4" 68 1/2" 68 3/4" 69" 69 1/4" 69 1/2" 69 3/4" 70" 70 1/4" 70 1/2" 70 3/4" 71" 71 1/4" 71 1/2" 71 3/4" 72" 72 1/4" 72 1/2" 72 3/4" 73" 73 1/4" 73 1/2" 73 3/4" 74" 74 1/4" 74 1/2" 74 3/4" 75" 75 1/4" 75 1/2" 75 3/4" 76" 76 1/4" 76 1/2" 76 3/4" 77" 77 1/4" 77 1/2" 77 3/4" 78" 78 1/4" 78 1/2" 78 3/4" 79" 79 1/4" 79 1/2" 79 3/4" 80" 80 1/4" 80 1/2" 80 3/4" 81" 81 1/4" 81 1/2" 81 3/4" 82" 82 1/4" 82 1/2" 82 3/4" 83" 83 1/4" 83 1/2" 83 3/4" 84" 84 1/4" 84 1/2" 84 3/4" 85" 85 1/4" 85 1/2" 85 3/4" 86" 86 1/4" 86 1/2" 86 3/4" 87" 87 1/4" 87 1/2" 87 3/4" 88" 88 1/4" 88 1/2" 88 3/4" 89" 89 1/4" 89 1/2" 89 3/4" 90" 90 1/4" 90 1/2" 90 3/4" 91" 91 1/4" 91 1/2" 91 3/4" 92" 92 1/4" 92 1/2" 92 3/4" 93" 93 1/4" 93 1/2" 93 3/4" 94" 94 1/4" 94 1/2" 94 3/4" 95" 95 1/4" 95 1/2" 95 3/4" 96" 96 1/4" 96 1/2" 96 3/4" 97" 97 1/4" 97 1/2" 97 3/4" 98" 98 1/4" 98 1/2" 98 3/4" 99" 99 1/4" 99 1/2" 99 3/4" 100" 100 1/4" 100 1/2" 100 3/4" 101" 101 1/4" 101 1/2" 101 3/4" 102" 102 1/4" 102 1/2" 102 3/4" 103" 103 1/4" 103 1/2" 103 3/4" 104" 104 1/4" 104 1/2" 104 3/4" 105" 105 1/4" 105 1/2" 105 3/4" 106" 106 1/4" 106 1/2" 106 3/4" 107" 107 1/4" 107 1/2" 107 3/4" 108" 108 1/4" 108 1/2" 108 3/4" 109" 109 1/4" 109 1/2" 109 3/4" 110" 110 1/4" 110 1/2" 110 3/4" 111" 111 1/4" 111 1/2" 111 3/4" 112" 112 1/4" 112 1/2" 112 3/4" 113" 113 1/4" 113 1/2" 113 3/4" 114" 114 1/4" 114 1/2" 114 3/4" 115" 115 1/4" 115 1/2" 115 3/4" 116" 116 1/4" 116 1/2" 116 3/4" 117" 117 1/4" 117 1/2" 117 3/4" 118" 118 1/4" 118 1/2" 118 3/4" 119" 119 1/4" 119 1/2" 119 3/4" 120" 120 1/4" 120 1/2" 120 3/4" 121" 121 1/4" 121 1/2" 121 3/4" 122" 122 1/4" 122 1/2" 122 3/4" 123" 123 1/4" 123 1/2" 123 3/4" 124" 124 1/4" 124 1/2" 124 3/4" 125" 125 1/4" 125 1/2" 125 3/4" 126" 126 1/4" 126 1/2" 126 3/4" 127" 127 1/4" 127 1/2" 127 3/4" 128" 128 1/4" 128 1/2" 128 3/4" 129" 129 1/4" 129 1/2" 129 3/4" 130" 130 1/4" 130 1/2" 130 3/4" 131" 131 1/4" 131 1/2" 131 3/4" 132" 132 1/4" 132 1/2" 132 3/4" 133" 133 1/4" 133 1/2" 133 3/4" 134" 134 1/4" 134 1/2" 134 3/4" 135" 135 1/4" 135 1/2" 135 3/4" 136" 136 1/4" 136 1/2" 136 3/4" 137" 137 1/4" 137 1/2" 137 3/4" 138" 138 1/4" 138 1/2" 138 3/4" 139" 139 1/4" 139 1/2" 139 3/4" 140" 140 1/4" 140 1/2" 140 3/4" 141" 141 1/4" 141

Editorial

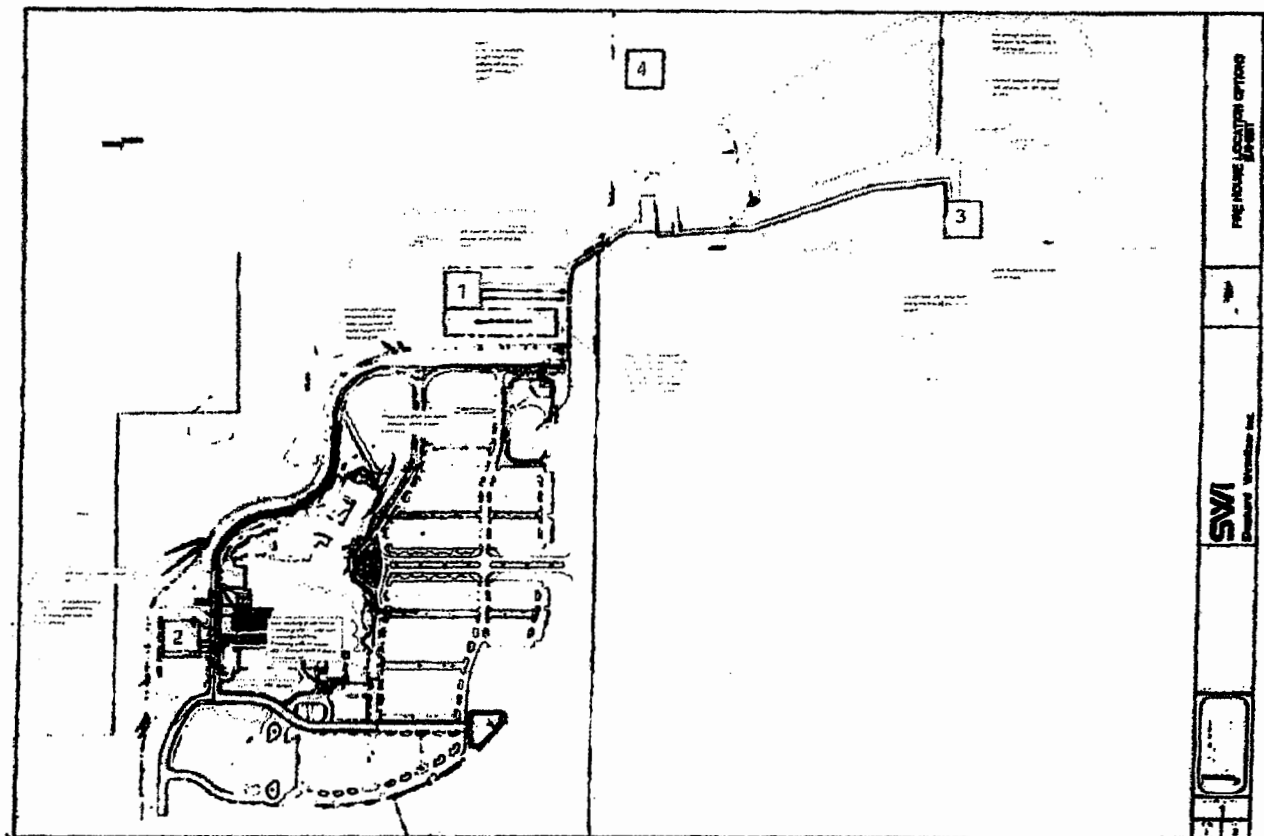


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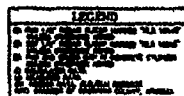
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THE UNITED STATES OF AMERICA

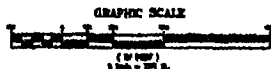
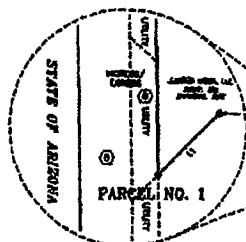


**ALTA/ACSM LAND TITLE SURVEY OF
A PORTION OF THE SOUTH 1/2 OF
SECTION 29 AND THE NORTH HALF OF
SECTION 31, TOWNSHIP 21 NORTH,
RANGE 11 EAST, GILA & SALT RIVER
MERIDIAN, COCONINO COUNTY,
ARIZONA, CONTAINING
±405.61 ACRES**



THE DATA			
LINE	NAME	ADDRESS	PHONE
1-1	A. J. JONES	12345	123-4567
1-2	B. K. SMITH	23456	234-5678
1-3	C. L. BROWN	34567	345-6789
1-4	D. E. WHITE	45678	456-7890

GIVE DATA			
DATE	TIME	LOCATION	STATUS
01	01:00	1000	0000
02	02:00	1000	0000
03	03:00	1000	0000
04	04:00	1000	0000



STATE OF ARIZONA

SEC 30

SEC 29

PARCEL NO. 1
VACANT

SEC 32

STATE OF ARIZONA

SURVEY RELATED SCHEDULE B ITEMS

- ② DET. GIL, P 200, ELECTRIC LINE EXCAVATION: SHOWN HEREIN
- ③ DET. GIL, P 200, ELECTRIC LINE EXCAVATION: SHOWN HEREIN
- ④ DET. FRAU, P 27, ROAD AND UTILITY EXCAVATION: SHOWN HEREIN
- ⑤ DET. TIT OF BUREAU, PG 27, WAREHOUSE/FURNISH & UTILITY EXCAVATION: SHOWN HEREIN
- ⑥ DET. WIS. 20,000,000, EXCAVATION AND UTILITY EXCAVATION: SHOWN HEREIN
- ⑦ WAREHOUSE FURNISH - ALL SHOWN HEREIN
- ⑧ DET. WIS. 20,000,000, EXCAVATION AND UTILITY EXCAVATION: SHOWN HEREIN
- ⑨ DET. WIS. 20,000,000, EXCAVATION EXCAVATION: SHOWN HEREIN
- ⑩ DET. WIS. 20,000,000, EXCAVATION EXCAVATION: SHOWN HEREIN

NOTES

- [illegible]

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7

NAVAJO INDIAN RESERVATION

PER EXECUTIVE ORDER
NOVEMBER 14, 1901

ALTA/C/S/M/LAND
TITLE SURVEY

The WLB Group
 WLB Group, Inc. is a leading national advertising agency. We are currently seeking experienced individuals for the following positions:
 • **Account Executive**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Media Buyer**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Creative Director**: Must have 10+ years experience in a similar position. Salary: \$45,000 - \$60,000.
 • **Art Director**: Must have 5-7 years experience in a similar position. Salary: \$35,000 - \$45,000.
 • **Copywriter**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Production Manager**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Business Development**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Administrative Assistant**: Must have 1-3 years experience in a similar position. Salary: \$15,000 - \$20,000.
 • **Office Manager**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Human Resources**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Finance**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Legal**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Marketing**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Public Relations**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Sales**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Training**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Quality Control**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Customer Service**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Product Development**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Research & Development**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Engineering**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Manufacturing**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Operations**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Logistics**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Supply Chain Management**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Information Technology**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Software Development**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Systems Administration**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Network Engineering**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Security**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Compliance**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Regulatory Affairs**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Government Relations**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Public Policy**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Environmental**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Healthcare**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Education**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Non-Profit**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Real Estate**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Construction**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Energy**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Automotive**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Aerospace**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Defense**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Telecommunications**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Media**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Entertainment**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Sports**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Food & Beverage**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Retail**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Finance**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Insurance**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Banking**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Investment Management**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Asset Management**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Private Equity**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Venture Capital**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Business Development**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Strategic Planning**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Business Process Improvement**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Change Management**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Project Management**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Program Management**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Portfolio Management**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Investment Analysis**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Financial Modeling**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Valuation**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Due Diligence**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Acquisition**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Integration**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Exit Strategy**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Corporate Governance**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Board of Directors**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Shareholder Relations**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Investor Relations**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Public Affairs**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Media Relations**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Press Office**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Spokesperson**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Public Relations**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Media Buying**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Advertising Sales**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Account Management**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Creative Development**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Production Management**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Quality Control**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Customer Service**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Product Development**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Research & Development**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Engineering**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Manufacturing**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 • **Operations**: Must have 3-5 years experience in a similar position. Salary: \$25,000 - \$35,000.
 •

NNDTW Review No. 09ENV501

BIOLOGICAL RESOURCES COMPLIANCE FORM
NAVAJO NATION DEPARTMENT OF FISH AND WILDLIFE
P.O. BOX 1480, WINDOW ROCK, ARIZONA 86515-1480

It is the Department's opinion the project described below, with applicable conditions, is in compliance with Tribal and Federal laws protecting biological resources including the Navajo Endangered Species and Environmental Policy Codes, U.S. Endangered Species, Migratory Bird Treaty, Eagle Protection and National Environmental Policy Acts. This form does not preclude or replace consultation with the U.S. Fish and Wildlife Service if a Federally-listed species is affected.

PROJECT NAME & NO. Twin Arrows Hotel Resort and Casino - 432.5-acre parcel

DESCRIPTION. Development of a gaming facility that will include a hotel casino, RV park, 18-hole golf course, and improvement of an access road. The proposed action would also include utility infrastructure. A WWTP will provide water for landscaping activities.

LOCATION Sections 29 and 31, T21N, R11E, G&SRM, Coconino County, Arizona

REPRESENTATIVE: Eunice L. Igo, ETD, Inc.

ACTION AGENCY: Navajo Nation Gaming Enterprise

B.R. REPORT TITLE / DATE / PREPARER: BE of 432.5 Acres of Navajo Tribal Trust Land Near the Twin Arrows Interchange on Interstate 40, Coconino County, Arizona/11 April 2010/EnviroSystems Management, Inc.

SIGNIFICANT BIOLOGICAL RESOURCES FOUND: Migratory Bird nesting habitat within proposed site. Area 3.

POTENTIAL IMPACTS

NEST SPECIES POTENTIALLY IMPACTED: NA

FEDERALLY-LISTED SPECIES AFFECTED: NA

OTHER SIGNIFICANT IMPACTS TO BIOLOGICAL RESOURCES: NA

AVOIDANCE / MITIGATION MEASURES: (1) If any proposed undertakings require the removal of trees, the NNDTW highly recommends that construction is initiated during the non-breeding season for Migratory Birds of 15 AUG - 15 APR and may extend into the breeding season if needed as MBTA-protected birds will typically not establish a nest site within an active construction zone; or complete all construction activities, including the removal of trees and shrubs, during the non-breeding season for Migratory Birds. If this seasonal avoidance recommendation is followed, the project will not result in the take of birds protected under the MBTA. (2) Padre Canyon provides excellent habitat for wildlife and native riparian plant species. Avoid disturbance to Padre Canyon by providing a protective barrier to restrict visitors from entering the canyon.

CONDITIONS OF COMPLIANCE: (1) All proposed undertakings that involve the removal of trees during the Migratory Bird breeding season of 15 APR - 15 AUG will require a pre-construction survey for the presence of active nests. If an active nest is discovered during the pre-construction survey, a nest take permit must be obtained from the U.S. Fish and Wildlife Service for the removal of the nest, eggs, and/or nestlings to be raised artificially in a federally

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Page 1 of 2

NNDTW BRL 1 FORM REVISED 12 NOV 2009

permitted migratory bird rehabilitation facility. The nest, eggs, and/or nestlings must be removed by a federally permitted migratory bird rehabilitator.

FORM PREPARED BY / DATE: Pamela A. Kysella/29 April 2010

COPIES TO: (add categories as necessary)

<input checked="" type="checkbox"/> <u>1. A</u>	<input type="checkbox"/>
2 NITC § 164 Recommendation: Signature <u>[Signature]</u> Date <u>4/30/1</u>	
<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Conditional Approval (with memo) <input type="checkbox"/> Disapproval (with memo) <input type="checkbox"/> Categorical Exclusion (with request letter) <input type="checkbox"/> None (with memo)	
Gloria M. Fom, Director, Navajo Nation Department of Fish and Wildlife	

*I understand and accept the conditions of compliance, and acknowledge that lack of signature may be grounds for the Department not recommending the above described project for approval to the Tribal Decision-maker.

Representative's signature

Date

DECEMBER 15, 2010.



**PRESIDENT
JOE SHINLEY, JR.
VICE PRESIDENT
BEN SHELLEY**

NAVAJO FISH AND WILDLIFE P.O. BOX 1480 WINDOW ROCK, AZ 86515

29 April 2010

091.NVS01

Janice L. Tsai, NEPA Specialist
ETD, Inc.
2101 N. Fourth Street, Suite 201
Flagstaff, Arizona 86004

Ms. Tsai:

The Navajo Nation Department of Fish and Wildlife (NNDFW) reviewed the Twin Arrows Hotel Resort and Casino 432.5 Acre Parcel proposal. The purpose of this letter is to inform you that we are granting the proposed project a Conditional Approval. This conditional approval only applies if the proposed undertakings require the removal of trees during the Migratory Bird breeding season of 15 APR - 15 AUG. The project is approved with the following condition:

(1) All proposed undertakings that involve the removal of trees during the Migratory Bird breeding season of 15 APR - 15 AUG will require a pre construction survey for the presence of active nests. If an active nest is discovered during the pre construction survey, a nest take permit must be obtained from the U.S. Fish and Wildlife Service for the removal of the nest, eggs, and/or nestlings to be raised artificially in a federally permitted migratory bird rehabilitation facility. The nest, eggs, and/or nestlings must be removed by a federally permitted migratory bird rehabilitator.

The purpose of this Conditional Approval is to protect these valuable and sensitive biological resources to the maximum extent practical. Please contact me at 928-871-7065 with any questions that you have concerning the review of this project.

Sincerely,

Pamela A. Kyselka, Wildlife Biologist
Navajo Natural Heritage Program - Environmental Review
Navajo Nation Department of Fish and Wildlife

CONCURRENCE

Gloria Tom, Director
Navajo Nation Department of Fish and Wildlife

xc: nshp file
chronic
WVA, Hornum 1/2/20

NNDP-W Review No. 10NNGE-01

BIOLOGICAL RESOURCES COMPLIANCE FORM
NAVAJO NATION DEPARTMENT OF FISH AND WILDLIFE
P.O. BOX 1480, WINDOW ROCK, ARIZONA 86515-1480

It is the Department's opinion the project described below, with applicable conditions, is in compliance with Tribal and Federal laws protecting biological resources including the Navajo Endangered Species and Environmental Policy Codes, U.S. Endangered Species, Migratory Bird Treaty, Eagle Protection and National Environmental Policy Acts. This form does not preclude or replace consultation with the U.S. Fish and Wildlife Service if a Federally-listed species is affected.

PROJECT NAME & NO: Twin Arrows Hotel Resort and Casino - 300-acre parcel and 5.4 acre access road

DESCRIPTION: Development of a gaming facility that will include a casino, dining facility, hotel, conference center, spa, parking lot, and access road. The proposed action would also include utility infrastructure. A WWP will provide water for landscaping activities.

LOCATION: Sections 32 and 33, T21N, R11E, G&SRM, Coconino County, Arizona

REPRESENTATIVE: Emice E. Tso, FWD, Inc.

ACTION AGENCY: Navajo Nation Gaming Enterprise

B.R. REPORT TITLE / DATE / PREPARED BY: BE Twin Arrows 300-Acre Parcel and 5.4 Acre Access Road/April 2010/FWD, Inc.

SIGNIFICANT BIOLOGICAL RESOURCES FOUND: Migratory Bird nesting habitat within proposed site. Area 3
POTENTIAL IMPACTS

NEST SPECIES POTENTIALLY IMPACTED: NA

FEDERALLY-LISTED SPECIES AFFECTED: NA

OTHER SIGNIFICANT IMPACTS TO BIOLOGICAL RESOURCES: NA

AVOIDANCE / MITIGATION MEASURES: (1) If any proposed undertakings require the removal of trees, the NNDP-W highly recommends that construction is initiated during the non-breeding season for Migratory Birds of 15 AUG - 15 APR and may extend into the breeding season if needed as MBTA-protected birds will typically not establish a nest site within an active construction zone; or complete all construction activities, including the removal of trees and shrubs, during the non-breeding season for Migratory Birds. If this seasonal avoidance recommendation is followed, the project will not result in the take of birds protected under the MBTA.

CONDITIONS OF COMPLIANCE: (1) All proposed undertakings that involve the removal of trees during the Migratory Bird breeding season of 15 APR - 15 AUG will require a pre-construction survey for the presence of active nests. If an active nest is discovered during the pre-construction survey, a nest take permit must be obtained from the U.S. Fish and Wildlife Service for the removal of the nest, eggs, and/or nestlings to be raised artificially in a federally permitted migratory bird rehabilitation facility. The nest, eggs, and/or nestlings must be removed by a federally permitted migratory bird rehabilitator.

FORM PREPARED BY / DATE: Pamela A. Kyselka/29 April 2010

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Page 1 of 2

NNDP-W BRC - FORM REVISED 11 NOV 2009

COPIES TO: (add categories as necessary)

☒ BIA ☐ _____

2 NTC § 164 Recommendation:

Signature: Gloria M. TomDate: 7/30/1☐ Approval☒ Conditional Approval (with memo)☐ Disapproval (with memo)☐ Categorical Exclusion (with request letter)☐ None (with memo)

Gloria M. Tom, Director, Navajo Nation Department of Fish and Wildlife

*I understand and accept the conditions of compliance, and acknowledge that lack of signature may be grounds for the Department not recommending the above described project for approval to the Tribal Decision-maker.

Representative's signature

Date

DECEMBER 15, 2010.



**PRESIDENT
JOE SHIRLEY, JR.
VICE PRESIDENT
DEN SHELLEY**

NAVAJO FISH AND WILDLIFE P.O. BOX 1480 WINDOW ROCK, AZ 86515

29 April 2010

UNNNGED

Kenneth L. Tso, NEPA Specialist
ETD, Inc.
2101 N. Fourth Street, Suite 201
Flagstaff, Arizona 86004

Ms. Tso:

The Navajo Nation Department of Fish and Wildlife (NNDFW) reviewed the Twin Arrows Hotel Resort and Casino 500-Acre Parcel and 5.4 Acre Access Road Proposal. The purpose of this letter is to inform you that we are granting the proposed project a Conditional Approval. This conditional approval only applies if the proposed undertakings require the removal of trees during the Migratory Bird breeding season of 15 APR - 15 AUG. The project is approved with the following conditions:

- (1) All proposed undertakings that involve the removal of trees during the Migratory Bird breeding season of 15 APR - 15 AUG will require a pre construction survey for the presence of active nests. If an active nest is discovered during the pre construction survey, a nest take permit must be obtained from the U.S. Fish and Wildlife Service for the removal of the nest, eggs, and/or nestlings to be raised artificially in a federally permitted migratory bird rehabilitation facility. The nest, eggs, and/or nestlings must be removed by a federally permitted migratory bird rehabilitator.

The purpose of this Conditional Approval is to protect these valuable and sensitive biological resources to the maximum extent practical. Please contact me at 928 871 7065 with any questions that you have concerning the review of this project.

Sincerely,

Pamela A. Kyselka, Wildlife Biologist
Navajo Natural Heritage Program - Environmental Review
Navajo Nation Department of Fish and Wildlife

CONCURRENCE

Gloria Tom, Director
Navajo Nation Department of Fish and Wildlife

cc: nndfw_file
chomo
BIA Lorraine Vazir

Appendix B: Cultural Resources Compliance Forms

CULTURAL RESOURCES COMPLIANCE FORM

THE NAVAJO NATION
HISTORIC PRESERVATION DEPARTMENT
PO BOX 4950
WINDOW ROCK, ARIZONA 86515

ROUTING: COPIES TO
AZ SHPO
XX REAL PROPERTY MGT/330
ETD

NNHPD NO. HPD-10-414
OTHER PROJECT NO.

ETD-10-004

PROJECT TITLE: ETD-10-004: A Cultural Resources Inventory of the Proposed Access Road for the 300-Acre Twin Arrows Resort and Casino Site within Loupp Chapter, Coconino County, Arizona

LEAD AGENCY: BIA/NR

SPONSOR: Michael Gorton, HDR, 3200 East Camelback Road, Phoenix, Arizona 85018-2311

PROJECT DESCRIPTION: The proposed undertaking will involve constructing an access road which leads to the proposed Twin Arrows Resort & Casino facility. The proposed access road measures 2,100-ft. The road will be designed & constructed within the area of potential effect of 25.0-acres. Ground disturbance will be intensive and extensive with the use of heavy equipment.

LAND STATUS: Tribal Trust

CHAPTER: Loupp

LOCATION: T.21N, R.11E - Sec. 29 & 32; Babbitt Wash Quadrangle, Coconino County, Arizona G&SRPM&B

PROJECT ARCHAEOLOGIST: Mathilda Burke
NAVAJO ANTIQUITIES PERMIT NO.: 810233

DATE INSPECTED: 05/07/10

DATE OF REPORT: 05/10/10

TOTAL ACREAGE INSPECTED: 25.0-ac

METHOD OF INVESTIGATION: Class III pedestrian inventory with transects spaced 15 m apart.

LIST OF CULTURAL RESOURCES FOUND: (2) Isolated Occurrences (IO)
LIST OF ELIGIBLE PROPERTIES: None
LIST OF NON-ELIGIBLE PROPERTIES: (2) IO
LIST OF ARCHAEOLOGICAL RESOURCES: None

EFFECT/CONDITIONS OF COMPLIANCE: No historic properties affected.

In the event of a discovery ("discovery" means any previously unidentified or incorrectly identified cultural resources including but not limited to archaeological deposits, human remains, or locations reportedly associated with Native American religious/traditional beliefs or practices), all operations in the immediate vicinity of the discovery must cease, and the Navajo Nation Historic Preservation Department must be notified at (928) 871-7148.

FORM PREPARED BY: Tamarah Bilhe

FINALIZED: June 2, 2010

Notification to

Proceed Recommended:

Yes XX No

Conditions:

Yes No XX

Alan S. Downer, Navajo Nation
Historic Preservation Officer

Date

Navajo Region Approval:

Yes P No

BIA Regional Director

Date

80 6/15/10

JUN 18 2010

CULTURAL RESOURCES COMPLIANCE FORM
 THE NAVAJO NATION
 HISTORIC PRESERVATION DEPARTMENT
 PO BOX 4950
 WINDOW ROCK, ARIZONA 86515

ROUTING: COPIES TO
AZ SHPO
XX REAL PROPERTY MGT/330
 ESM

NNHPD NO. HPD-10-060
 OTHER PROJECT NO.

ESM 14932-09/14936-10

PROJECT TITLE: Cultural Resources Inventory of 432.5 Acres of Navajo Tribal Trust Land near the Twin Arrows Interchange on Interstate 40, Coconino County, Arizona

LEAD AGENCY: The Navajo Nation

SPONSORS: 1. ETD Inc., 2101 North 4th Street, Suite 201, Flagstaff, Arizona 86004
 2. HDR Inc., 3200 Camelback Road, Suite 350, Phoenix, Arizona 85018

PROJECT DESCRIPTION: The proposed undertaking will involve the development of a casino, hotel, RV park, 18-hole golf course, roadways, power lines, waterlines, wastewater treatment plant, etc. Ground disturbance will be intensive and extensive with the use of heavy equipment.

LAND STATUS: Navajo Tribal Trust

CHAPTER: Leupp

LOCATION: T.21N, R.11E - Sec. 29 & 31; Angell & Babbitt Wash Quadrangles, Coconino County, Arizona GASRP1&B

PROJECT ARCHAEOLOGIST: Travis Ellison

NAVAJO ANTIQUITIES PERMIT NO.: None

DATE INSPECTED: 08/05/09 - 10/02/09

DATE OF REPORT: 03/25/10

TOTAL ACREAGE INSPECTED: 432.49-ac total (216-acres in Sec. 31; 216.49-acres in Sec. 29)

METHOD OF INVESTIGATION: Class III pedestrian inventory with transects spaced 20 m apart.

LIST OF CULTURAL RESOURCES FOUND: (23) Sites
 (AZ-N-54-1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16,
 17, 18, AZ-N-55-43, 44, 45, 46, 47)
 (14) Isolated Occurrences (IO)

LIST OF ELIGIBLE PROPERTIES: (22) Sites
 (AZ-N-54-1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14,
 15, 16, 17, 18, AZ-N-55-43, 44, 45, 47)

LIST OF NON-ELIGIBLE PROPERTIES: (1) Site (AZ-N-55-46)
 (14) IO's

LIST OF ARCHAEOLOGICAL RESOURCES: (22) Sites
 (AZ-N-54-1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16,
 17, 18, AZ-N-55-43, 44, 45, 47)

EFFECT/CONDITIONS OF COMPLIANCE: The proposed undertaking as planned will have a No Adverse Effect on identified cultural resources provided that the following conditions are met:

EXHIBIT C

TWIN ARROWS POLICE/ FIRE SUBSTATION CONSTRUCTION BUDGET

GENERAL REQUIREMENTS	\$	150,000.00
SITE WORK	\$	320,970.00
CONCRETE	\$	147,716.00
MASONRY-STUCCO	\$	39,840.00
METALS	\$	312,325.00
ROUGH CARPENTRY	\$	42,400.00
FINISH CARPENTRY	\$	50,000.00
INSULATION-CALKING	\$	22,800.00
GUTTERS & DOWNSPOUTS	\$	18,000.00
DOORS & HARDWARE	\$	58,275.00
WINDOWS	\$	23,200.00
DRYWALL	\$	53,000.00
TILEWORK	\$	10,681.00
ACOUSTICAL CEILING	\$	35,490.00
FLOOR COVERING	\$	37,246.00
PAINTING & DECORATING	\$	24,156.00
SPECIALTIES	\$	34,000.00
CABINETS	\$	8,800.00
APPLIANCES	\$	7,000.00
FIRE SPRINKLER SYSTEM	\$	37,500.00
PLUMBING	\$	116,250.00
HVAC	\$	300,000.00
ELECTRICAL	\$	286,840.00
LAWNS-PLANTING	\$	8,800.00
FF&E	\$	143,350.00
GENERATOR	\$	101,000.00
OFF-SITE PAVING	\$	350,000.00
UTILITIES	\$	300,000.00
IT/AV	\$	50,000.00
Construction Budget	\$	3,089,639.00
CONTINGENCY	\$	35,000.00
CONTRACTOR FEE	\$	350,000.00
BUILDER'S RISK INSURANCE	\$	15,000.00
ARCHITECTURAL FEES	\$	123,585.56
FIELD ENGINEERING	\$	50,000.00
PLAN REVIEW	\$	65,000.00
OWNER'S REP	\$	75,000.00
TRIBAL TAX	\$	210,000.00
DEVELOPER OVERHEAD & FEE	\$	154,481.95
TOTAL BUDGET	\$	4,167,706.51

EXHIBIT C

TWIN ARROWS POLICE/FIRE SUBSTATION FIXTURES, FURNITURE & EQUIPMENT SCHEDULE-BUDGET

EQUIPMENT:

Station Containment Fill Station (1)	\$	30,000.00
Hose Drying Rack (1)	\$	2,000.00
Air Compressor (1)	\$	750.00
Gym Equipment	\$	4,000.00

FIXTURES:

Lockers (12)	\$	2,400.00
Window Blinds	\$	3,000.00
Laundry Equipment	\$	3,000.00
Kitchen Appliances	\$	700.00

FURNITURE:

Desks-Chairs	\$	6,500.00
Beds	\$	3,000.00
Night Stands	\$	1,000.00
Dining Tables-Chairs	\$	6,000.00
Lounge Furniture	\$	4,000.00
Entertainment Equipment (TV)	\$	2,000.00

FIRE EQUIPMENT:	\$	50,000.00
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MISCELLANEOUS	\$	25,000.00
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TOTAL	\$	143,350.00
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FY 2015

THE NAVAJO NATION PROGRAM BUDGET SUMMARY


Page 1 of 5


PART I. Business Unit No.: <u>407001</u> Program Title: <u>Navajo Nation Gaming Enterprise</u> Division/Branch: <u>NNGE</u>			
Prepared By: <u>Adam Parker</u> Phone No.: <u>505-862-3826</u> Agency Code: <u>N/A</u> If Multiple Agencies, check here: <u>N/A</u>			

PART II. FUNDING SOURCE(S)	Source's Fiscal Year	Funding Source Amount	% of Total	PART III. BUDGET SUMMARY																																																																						
Permanent Fund	10/1/15 to 9/30/16	4,311,057	100%	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 10%;"></th> <th style="width: 10%;">(A) Fund Type Code</th> <th style="width: 15%;">(B) NNC Approved Original Budget</th> <th style="width: 15%;">(C) Proposed Budget</th> <th style="width: 10%;">(D) Difference (Column B - A)</th> </tr> </thead> <tbody> <tr><td>2001 Personnel Expenses</td><td></td><td></td><td></td><td>0</td></tr> <tr><td>3000 Travel Expenses</td><td></td><td></td><td></td><td>0</td></tr> <tr><td>3500 Meeting Expenses</td><td></td><td></td><td></td><td>0</td></tr> <tr><td>4000 Supplies</td><td></td><td></td><td></td><td>0</td></tr> <tr><td>5000 Lease and Rental</td><td></td><td></td><td></td><td>0</td></tr> <tr><td>5500 Communications and Utilities</td><td></td><td></td><td></td><td>0</td></tr> <tr><td>6000 Repairs and Maintenance</td><td></td><td></td><td></td><td>0</td></tr> <tr><td>6500 Contractual Services</td><td></td><td></td><td></td><td>0</td></tr> <tr><td>7000 Special Transactions</td><td></td><td></td><td></td><td>0</td></tr> <tr><td>8000 Public Assistance</td><td></td><td></td><td></td><td>0</td></tr> <tr><td>9000 Capital Outlay</td><td>4</td><td>0</td><td>4,311,057</td><td>4,311,057</td></tr> <tr><td>9500 Matching and Indirect Cost</td><td></td><td></td><td></td><td>0</td></tr> <tr><td colspan="2" style="text-align: right;">TOTAL</td><td>\$0.00</td><td>4,311,057</td><td>4,311,057</td></tr> </tbody> </table>		(A) Fund Type Code	(B) NNC Approved Original Budget	(C) Proposed Budget	(D) Difference (Column B - A)	2001 Personnel Expenses				0	3000 Travel Expenses				0	3500 Meeting Expenses				0	4000 Supplies				0	5000 Lease and Rental				0	5500 Communications and Utilities				0	6000 Repairs and Maintenance				0	6500 Contractual Services				0	7000 Special Transactions				0	8000 Public Assistance				0	9000 Capital Outlay	4	0	4,311,057	4,311,057	9500 Matching and Indirect Cost				0	TOTAL		\$0.00	4,311,057	4,311,057
	(A) Fund Type Code	(B) NNC Approved Original Budget	(C) Proposed Budget	(D) Difference (Column B - A)																																																																						
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PART V. PLAN OF OPERATION REFERENCE/LEGISLATED PROGRAM PURPOSE: The Navajo Nation Gaming Enterprise was created by NNC CS-34-06 as the tribal gaming enterprise to conduct gaming operations within the Navajo Nation under the auspice of the Indian Gaming Regulatory Act of 1988 (P.L. 100-47), the NN Gaming Ordinance (5 N.N.C. Sec. 2001 et seq), the gaming compacts with Arizona and New Mexico, and to generate gaming revenues.

PART VI. ACKNOWLEDGEMENT: I HEREBY ACKNOWLEDGE THAT THE INFORMATION CONTAINED IN THIS DOCUMENT IS COMPLETE AND ACCURATE.


 Adam Parker 6/16/15
 SUBMITTED BY: Program Manager's Printed Name and Signature / Date


 Richard Williamson 6/16/15
 APPROVED BY: Division Director/Branch Chief's Printed Name and Signature / Date

THE NAVAJO NATION PROGRAM PERFORMANCE CRITERIA

PART I. PROGRAM INFORMATION:											
Business Unit No.: <u>407001</u>				Program Name/Title: <u>Navajo Nation Gaming Enterprise</u>							
PART II. PROGRAM PERFORMANCE CRITERIA:				1st QTR		2nd QTR		3rd QTR		4th QTR	
				Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual
1. Program Performance Area:											
<u>Capital Outlay</u>											
Goal Statement:											
<u>Construction of Twin Arrows Police & Fire Substation-Twin Arrows, Arizona</u>				25%		25%		25%		25%	
2. Program Performance Area:											
Goal Statement:											
3. Program Performance Area:											
Goal Statement:											
4. Program Performance Area:											
Goal Statement:											
5. Program Performance Area:											
Goal Statement:											
6. Program Performance Area:											
Goal Statement:											

FY 2015

**THE NAVAJO NATION
DETAILED LINE ITEM BUDGET AND JUSTIFICATION**

Page 3 of 5

PART I. PROGRAM INFORMATION:			
Program Name/Title: <u>Navajo Nation Gaming Enterprise</u>		Business Unit No.: <u>407001</u>	
PART II. DETAILED BUDGET:			
(A)	(B)	(C)	(D)
Object Code (LOD 8)	Object Code Description and Justification	Total by DETAILED Object Code	Total by MAJOR Object Code
9050	BUILDING 9052 (Buildings)	4,311,057	4,311,057
GRAND TOTAL		4,311,057	4,311,057

**THE NAVAJO NATION
EXTERNAL CONTRACT AND GRANT FUNDING INFORMATION**

PART I. PROGRAM INFORMATION:			
Program Name/Title: <u>Navajo Nation Gaming Enterprise</u>		K #: <u>Not Applicable</u>	
Contract/Grant No.: <u>Not Applicable</u>		Prepared by: <u>Not Applicable</u>	
PART II. PURPOSE OF FUNDING AND MATCH FUNDS REQUIREMENT			
PART III. BUDGET INFORMATION:			
(A) Major Object Code and Description	(B) Current Award Fiscal Year ____	(C) Anticipated Funding Fiscal Year ____	(D) Difference Columns (C) - (B)
2001 Personnel Expenses			
3000 Travel Expenses			
3500 Meeting Expenses			
4000 Supplies			
5000 Lease and Rental			
5500 Communication and Utilities			
6000 Repairs and Maintenance			
6500 Contractual Services			
7000 Special Transaction			
8000 Assistance			
8800 Capital Outlay			
9510 Matching - Cash			
9610 Matching - In - Kind			
9710 Indirect Cost (Overhead) Allocation			
TOTALS:	-	-	-
PART IV. FTEs/MATCH FUNDS:			
No. of Positions/ FTEs: _____			
MATCHING FUND REQUIRED:			
Required GF Cash Match: _____			
CONCURRED BY:			
Required GF In - Kind Match: _____			
Contracting Officer's Signature / Date: _____			
Required GF % Match: _____			
PART V. ACKNOWLEDGEMENT:			
Submitted by (print): _____		Approved by (print): _____	
Signature/Date: _____		Signature/Date: _____	

The Navajo Nation Grant Application

Name of Applicant: Navajo Nation Gaming Enterprise		Telephone No.: 505-905-7100
Mailing Address: PO Box 1700 Church Rock, NM 87311		Email:
Physical Address: 249 E. NM 118 Church Rock, NM 87311		IRS TIN/EIN No: 26-0300499
NN Grant Request Amount: \$4,311,057	Grant Start Date: 10/1/2015	Grant End Date: 9/30/2016

Brief Description of the Organization or Entity Requesting the Grant:
 The Navajo Nation Gaming Enterprise was created by NNC CS-34-06 as the tribal gaming enterprise to conduct gaming operations within the Navajo Nation under the auspice of the Indian Gaming Regulatory Act of 1988 (P.L. 100-47), the NN Gaming Ordinance (5 N.N.C. Sec. 2001 et seq), the gaming compacts with Arizona and New Mexico, and to generate gaming revenues.

PROBLEMS/NEEDS STATEMENT

Briefly describe the problems/needs identified based on relevant and collected data. The statement should be brief, clear and concise, including population (Navajo) to be served and location of the population.

Per the Arizona Gaming Compact, the Navajo Nation Gaming Enterprise must ensure an effective and timely police, fire, and emergency medical response at Twin Arrows Navajo Casino Resort. Furthermore, these services are essential for the future planned developments by Navajo Nation Shopping Centers, Navajo Nation Oil & Gas Company, Navajo Housing Authority, and the Navajo Division of Transportation. Lastly, these services are vital to the improvement of services to the surrounding Navajo communities.

METHODOLOGY

Briefly describe the approaches, services, and/or ways the problems or needs which will be addressed with the grant.

Funding from the Navajo Nation would construct a Navajo Nation Public Safety Substation near Twin Arrows, Arizona. The facility would house the following Navajo Division of Public Safety programs: Police Services, Fire & Rescue Services, Emergency Medical Services, and Criminal Investigation Services. Police Services will provide enforcement of Navajo, State, and Federal traffic and criminal laws. Police Services will also respond to calls for services (i.e. domestic violence, gang & drug activity, DWI, stolen vehicles, and juvenile violence). Fire & Rescue Services will provide fire suppression, rescue services, and health & safety prevention awareness. Emergency Medical Services will provide medical services & transportation to the nearest hospital as well as a response to persons in need of immediate medical care to prevent loss of life or to avoid aggravated physical, psychological illness, and/or injury. Criminal Investigation Services will provide investigations of suspected violations of the criminal laws of the U.S. that occur within the Navajo Nation and authorized by the U.S. Attorney for the District of Arizona. Criminal Investigation services will also provide control and authority over criminal investigation activities within the territorial jurisdiction of the Navajo Nation. Emergencies can occur at any time and seconds could mean the difference between life and death. For this reason, emergency responders will be on-site to perform these services 24-hours a day, seven days a week. To perform effectively, the assigned personnel need a functional facility to prepare, rest, stage, and train for the next emergency call.

To the best of my knowledge and belief, all data in this application are true and correct. The document has been duly authorized by the governing body of the applicant and the applicant will comply with the Navajo Nation terms and conditions if the grant is awarded.


 Signature of Authorized Representative

6/16/2015

Date Signed

Richard Williamson
 Type Name of Authorized Representative

NNGE Chief Financial Officer
 Title

**RESOLUTION OF THE NAVAJO NATION GAMING ENTERPRISE
BOARD OF DIRECTORS**

RECOMMENDING AND SUPPORTING APPROVAL OF THE FUNDING REQUEST MADE BY THE NAVAJO NATION GAMING ENTERPRISE MANAGEMENT TEAM TO CONSTRUCT A POLICE AND FIRE SUBSTATION AT THE TWIN ARROWS NAVAJO CASINO RESORT; AND, RESPECTFULLY REQUESTING APPROVAL OF THE SAME BY THE NAVAJO NATION COUNCIL

WHEREAS, the Navajo Nation Gaming Enterprise ("Gaming Enterprise") is responsible for establishing overall policies and objectives for the management of the affairs and assets of the Enterprise (5 N.N.C. §1707); and

WHEREAS, the Gaming Enterprise Board of Directors ("Board") oversees the business and affairs of the Enterprise; and

WHEREAS, the Gaming Enterprise Chief Executive Officer ("CEO") oversees the day-to-day-operation of the Gaming Enterprise; and

WHEREAS, the Gaming Enterprise established the Twin Arrows Navajo Casino Resort (TANCR) in May of 2013; and

WHEREAS, to ensure that the public safety and fire response needs are adequately addressed at Twin Arrows and within the surrounding area, a Police and Fire Substation is needed; and

WHEREAS, pursuant to Section 13 of the Navajo Nation and State of Arizona Gaming Compact, which was signed on January 3, 2003, the Navajo Nation agreed to provide sufficient emergency, medical, fire and law enforcement services to the Navajo Nation's gaming facility (Twin Arrows) within the Arizona portion of the Navajo Nation; and

WHEREAS, to ensure compliance with the Arizona Gaming Compact requirements, the Navajo Nation Gaming Enterprise Management Team has prepared a proposal in the amount of \$4.4 million to construct a substation within the Twin Arrows withdrawn area. The 15,000 sq. ft. substation will house Navajo Fire Department personnel, Navajo Police Officers and emergency medical responders; provide living quarters, offices and sufficient space to house a ladder truck and a Fire and Rescue vehicle; and

WHEREAS, this project has been shovel ready for over one (1) year and is awaiting funding from the Navajo Nation; and

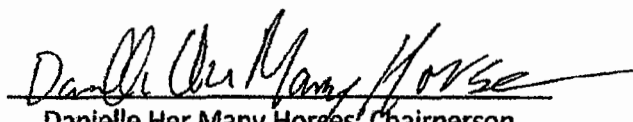
WHEREAS, the Board finds that it is in the best interest of the Twin Arrows property and surrounding Navajo communities, to support and recommend approval of a supplemental appropriation for the Twin Arrows Police and Fire Substation.

NOW THEREFORE BE IT RESOLVED, the Navajo Nation Gaming Enterprise Board of Directors hereby supports the supplemental funding request of \$4.4 million for the Navajo Nation Gaming Enterprise to construct a Police and Fire Substation located within the Twin Arrows Navajo Casino Resort withdrawn area.

BE IT FURTHER RESOLVED, the Navajo Nation Gaming Enterprise Board of Directors further respectfully requests approval of the same by the Navajo Nation Council.

CERTIFICATION

I hereby certify that the foregoing resolution was duly considered by the Navajo Nation Gaming Enterprise Board of Directors at a duly called meeting, at which a quorum was present, and the same was passed by a vote of 6 in favor, 0 opposed and 0 abstained, this 2nd day of July 2015.


Danielle Her Many Horses, Chairperson
Navajo Nation Gaming Enterprise
Board of Directors

MOTION: Quincy Natay
SECOND Tamarah Begay

RESOLUTION OF THE
NAVAJO-HOPI LAND COMMISSION
OF THE NAVAJO NATION COUNCIL

Recommending and Supporting Approval of the Funding Request made
by the Navajo Nation Gaming Enterprise to Construct a Police and
Fire Substation at the Twin Arrows Navajo Casino Resort

WHEREAS:

1. Pursuant to 2 N.N.C. § 851 (A), the Navajo-Hopi Land Commission ("NHLC") is established within the Legislative Branch of the Navajo Nation government; and
2. Pursuant to 2 N.N.C. § 851 et seq., the NHLC is mandated to speak and act for the Navajo Nation with regard to land selections and exchanges as mandated by P.L. 95-301, the 1980 amendments to the Navajo and Hopi Land Settlement Act of 1974, and P.L. 93-531, as amended; and
3. The NHLC has in the past and continues to fully support the Twin Arrows Navajo Casino Resort. The employment opportunities and future planned ancillary development not only provides economic develop benefits to the relocatees, but to surrounding Navajo communities as well; and
4. To ensure that the public safety and fire response needs are adequately addressed at Twin Arrows and within the surrounding area, a Police and Fire Substation is needed; and
5. Pursuant to Section 13 of the Navajo Nation and State of Arizona Gaming Compact, which was signed on January 3, 2003, the Navajo Nation agreed to provide sufficient emergency, medical, fire and law enforcement services to the Navajo Nation's gaming facility (Twin Arrows) within the Arizona portion of the Navajo Nation; and
6. To ensure compliance with the Arizona Gaming Compact requirements, the Navajo Nation Gaming Enterprise has prepared a proposal in the amount of \$4.4 million to construct a substation within the Twin Arrows withdrawn area.

The 15,000 sq. ft. substation will house Navajo Fire Department personnel, Navajo Police Officers and emergency medical responders; provide living quarters, offices and sufficient space to house a ladder truck and a Fire and Rescue vehicle; and

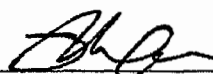
7. This project has been shovel ready for over one (1) year and is awaiting funding from the Navajo Nation; and
8. The NHLC finds that it is in the best interest of the relocatees and surrounding Navajo communities, to support and recommend approval of the supplemental appropriation for the Twin Arrows Police and Fire Substation.

NOW, THEREFORE BE IT RESOLVED THAT:

1. The NHLC hereby supports the supplemental appropriation of \$4.4 million to the Navajo Nation Gaming Enterprise for the construction of a Police and Fire Substation located within the Twin Arrows Navajo Casino Resort withdrawn area.
2. The NHLC further respectfully requests approval of the same by the Navajo Nation Council.

C E R T I F I C A T I O N

I hereby certify that the foregoing resolution was duly considered by the Navajo-Hopi Land Commission of the Navajo Nation Council at a duly called meeting at Window Rock, Navajo Nation (Arizona), at which a quorum was present and that same was passed by a vote of 4 in favor, 0 opposed, this 9th day of April, 2015.



Walter Phelps, Chairperson
Navajo-Hopi Land Commission
Navajo Nation Council

MOTION: Honorable Otto Tso
SECOND: Honorable Raymond Smith, Jr.

Roberta I. Gorman, President
Kevin Todachene, Vice President
Vacant, Secretary/Treasurer



Allen Jones, Grazing Committee Officer
Honorable Walter Phelps, Council Delegate

LEUPP CHAPTER

Telephone: (928) 686-3227 or 3229

CPO Box 5428 Leupp, Arizona 86035

Facsimile: (928) 686-3232

RESOLUTION OF THE LEUPP CHAPTER

Western Navajo Agency, Navajo Nation

RESOLUTION NO. LP04-183-2015

**RECOMMENDING AND SUPPORTING APPROVAL OF THE FUNDING REQUEST
MADE BY THE NAVAJO NATION GAMING ENTERPRISE TO CONSTRUCT A
POLICE AND FIRE SUBSTATION AT THE TWIN ARROWS NAVAJO CASINO
RESORT AND THE LEUPP CHAPTER**

WHEREAS:

1. The Leupp Chapter is a local governmental entity authorized by the Navajo Nation to address matters of local concern impacting the community; and
2. The Leupp Chapter has in the past and continues to fully support the Twin Arrows Navajo Casino Resort. The employment opportunities and future planned ancillary development not only provides economic develop benefits to the community members of Leupp, but to surrounding Navajo communities as well; and
3. To ensure that the public safety and fire response needs are adequately addressed at Twin Arrows and within the surrounding area, a Police and Fire Substation is needed; and
4. Pursuant to Section 13 of the Navajo Nation and State of Arizona Gaming Compact, which was signed on January 3, 2003, the Navajo Nation agreed to provide sufficient emergency, medical, fire and law enforcement services to the Navajo Nation's gaming facility (Twin Arrows) within the Arizona portion of the Navajo Nation; and
5. To ensure compliance with the Arizona Gaming Compact requirements, the Navajo Nation Gaming Enterprise has prepared a proposal in the amount of \$4.4 million to construct a substation within the Twin Arrows withdrawn area. The 15,000 sq. ft. substation will house Navajo Fire Department personnel, Navajo Police Officers and emergency medical responders; provide living quarters, offices and sufficient space to house a ladder truck and a Fire and Rescue vehicle; and
6. This project has been shovel ready for over one (1) year and is awaiting funding from the Navajo Nation; and
7. The Leupp Chapter finds that it is in the best interest of the Leupp Chapter and surrounding Navajo communities, to support and recommend approval of the

Roberta I. Gorman, President
Kevin Todacheenie, Vice President
Vacant, Secretary/Treasurer



Allen Jones, Grazing Committee Officer
Honorable Walter Phelps, Council Delegate

LEUPP CHAPTER

Telephone: (928) 686-3227 or 3229

CPO Box 5428 Leupp, Arizona 86035

Facsimile: (928) 686-3232

supplemental appropriation for the Twin Arrows Police and Fire Substation and the Leupp Chapter fire station to serve emergency needs of the chapters in the Southwest region of the Navajo Nation.

NOW THEREFORE BE IT RESOLVED THAT:

1. The Leupp Chapter hereby supports the supplemental appropriation of \$4.4 million to the Navajo Nation Gaming Enterprise for the construction of a Police and Fire Substation located within the Twin Arrows Navajo Casino Resort withdrawn area.
2. The Leupp Chapter further requests approval of \$2 million for improvement of existing fire station at the Leupp Chapter by the Navajo Nation Council.
3. The Twin Arrows Casino will donate excess trailers used for office and fire department personnel to the Leupp Chapter upon completion of the project.

CERTIFICATION

We hereby certify that the following was duly considered by the Leupp Chapter at a duly called meeting at Leupp, (Navajo Nation) Arizona, at which a quorum was present and the same was passed by a vote of 25 in favor, 0 opposed, 5 abstention on this 30 day of April, 2015.

Motioned by: Allen Jones Seconded by: Jim Store

Roberta I. Gorman
Roberta I. Gorman, President

K-T-D-E-N-I-E
Kevin Todacheenie, Vice President

Vacant, Secretary/Treasurer

Walter Phelps
Honorable Walter Phelps, Council Delegate

Allen Jones
Allen Jones, Grazing Committee Officer



THE NAVAJO NATION

RUSSELL BEGAYE, President
JONATHAN NEZ, Vice President

June 15, 2015

Honorable Members of the Navajo Nation Council
The Navajo Nation Council
P.O. Box 9000
Window Rock, AZ 86515

RE: *Recommending and Urging Support of the \$4.4 Million Funding Request for the Construction of a Police and Fire Substation at the Twin Arrows Navajo Casino Resort*

Dear Honorable Members of the Navajo Nation Council,

On behalf of the Navajo Division of Public Safety, the Department of Fire & Rescue Services and the Navajo Nation Gaming Enterprise (NNGE) I write to seek your support of a \$4.4 million funding request for the construction of a Police and Fire Substation at the Twin Arrows Navajo Casino Resort. Your support of this appropriation will significantly minimize potential risk and liability to the Navajo Nation and will ensure compliance with the Navajo Nation and State of Arizona Gaming Compact.

The NNGE seeks to construct a 15,000 sq. ft. police and fire substation. The substation will house Fire Department personnel, Navajo Police Officers and emergency medical responders; provide living quarters, offices and sufficient space to house a ladder truck and a Fire and Rescue vehicle.

It is my understanding that this project has been shovel ready for over one (1) year and has been awaiting approval for funding by the Navajo Nation.

Additionally, pursuant to Section 13 of the Navajo Nation and State of Arizona Gaming Compact, which was signed on January 3, 2003, the Navajo Nation agreed to provide sufficient emergency, medical, fire and law enforcement services to the Navajo Nation's gaming facility (Twin Arrows) within the Arizona portion of the Navajo Nation.

This is an extremely critical matter affecting the public safety of casino patrons and employees. Approval of this funding request will support the Nation's commitment to ensure that an adequate police, fire and emergency medical response is provided at Twin Arrows in furtherance of the Arizona Gaming Compact requirements.

Thank you for your support.

Sincerely,

Jesse Delmar, Division Director
Navajo Division of Public Safety

THE NAVAJO NATION



BEN SHELLY PRESIDENT
REX LEE JIM VICE PRESIDENT

April 8, 2015

Honorable Members of the Navajo Nation Council
The Navajo Nation Council
P.O. Box 9000
Window Rock, AZ 86515

RE: ***Recommending and Urging Support of the \$4.4 Million Funding Request for the Construction of a Public Safety Facility to house Fire and Police Substation at the Twin Arrows Navajo Casino Resort.***

Dear Honorable Members of the Navajo Nation Council,

On behalf of the Navajo Department of Fire & Rescue Services and the Navajo Nation Gaming Enterprise (NNGE) I am writing to seek your support of \$4.4 million funding request for the construction of a Public Safety Substation at the Twin Arrows Navajo Casino Resort. Your support of this appropriation will significantly minimize potential risk and liability to the Navajo Nation and will ensure compliance with the Navajo Nation and State of Arizona Gaming Compact.

The NNGE seeks to construct a 15,000 sq. ft. Public Safety substation. The substation will house Fire Department personnel, Navajo Police Officers and Emergency Medical responders; provide living quarters, offices, and sufficient space to house a ladder truck and a Fire and Rescue vehicle.

It is my understanding that this project has been shovel ready for over one (1) year and has been awaiting approval for funding by the Navajo Nation.

Additionally, pursuant to Section 13 of the Navajo Nation and State of Arizona Gaming Compact, which was signed on January 3, 2003, the Navajo Nation agreed to provide sufficient emergency response, medical, fire and police services to the Navajo Nation's gaming facility (Twin Arrows) within the Arizona portion of the Navajo Nation.

This is an extremely critical matter affecting the public safety of casino patrons and employees. Therefore, approval of this funding request will support the Nation's commitment to ensure adequate fire and emergency medical and police response at Twin Arrows in furtherance of the Arizona Gaming Compact requirements.

Thank you for your support.

Sincerely,



Larry Chee, Fire Chief
Navajo Department of Fire & Rescue Services



NAVAJO
NATION
SHOPPING
CENTERS
INCORPORATED

Think. Plan. Live. Shop Navajo!

August 26, 2015

Derrick Watchman, CEO
Navajo Nation Gaming Enterprise
Flagstaff, Arizona

Mr. Watchman:

CROWNPOINT

During our recent discussion on your proposed public safety building at the Twin Arrows Hotel and Casino, the Navajo Nation Shopping Centers, Inc. (NNSCI) wholeheartedly embraces and supports the proposed plan for the Twin Arrows location. In our collaborative efforts among other Navajo Nation enterprises and corporations, we all understand the urgent need of such public safety building to house law enforcement, emergency medical services and fire protection.

PINEHILL

NAVAJO PINE

We would like to have our Navajo Nation leadership see the whole picture of the proposed Twin Arrows master plan development on what is being developed in the area, and primarily to endorse and financially support this endeavor. As the NNSCI is close to getting final approvals for the rezoning and development plan for a family entertainment center adjacent to the Twin Arrows Hotel / Casino location, it is a condition that we have a public safety building in place to services our development.

WINDOW ROCK

ST. MICHAELS

It is evident with all proposed developments at the Twin Arrows location such as the proposed housing, gas station/c-store, and other commercial developments will utilize the public safety building in the future.


PINON

To suffice the success and profitable investment into the Navajo Nation's Twin Arrows Hotel / Casino, and other enterprise / corporation developments, we need to have this public safety building

DILKON

Sincerely,

TUBA CITY


Nathaniel Begay, CEO
Navajo Nation Shopping Center, Inc.

KAYENTA

cc: NNSCI Board
Budget and Finance Committee

SHIPROCK



NAVAJO
NATION
SHOPPING
CENTERS
INCORPORATED

Think. Plan. Live. Shop Navajo!

August 26, 2015

**Derrick Watchman, CEO
Navajo Nation Gaming Enterprise
Flagstaff, Arizona**

Mr. Watchman:

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ST. MICHAELS

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PINON

To suffice the success and profitable investment into the Navajo Nation's Twin Arrows Hotel / Casino, and other enterprise / corporation developments, we need to have this public safety building

DILKON

Sincerely,

TUBA CITY


**Nathaniel Begay, CEO
Navajo Nation Shopping Center, Inc.**

KAYENTA

**cc: NNSCI Board
Budget and Finance Committee**

SHIPROCK



THE NAVAJO NATION

RUSSELL BEGAYE PRESIDENT
JONATHAN NEZ VICE PRESIDENT

September 2, 2015

23rd Navajo Nation Council
PO Box 3390
Window Rock, Arizona 86515

RE: Ganado Shopping Center

Dear Honorable Members of the Council,

The Division of Economic Development, Project Development Department is requesting for the Ganado Shopping Center project to be considered for Year One funding from the Permanent Trust Fund Interest in the amount of \$9.2 million. The project has design plans and specifications that are 100% complete. Construction Documents were prepared by D. Sloan Architects, P.C., a Navajo-Owned Architectural Design Firm. The shopping center project has invested \$1.7 million to complete all the preliminary work with all necessary clearances, studies and off-site improvements.

The Ganado Chapter and its surrounding communities are in need of the services for a Grocery Store and additional retail that the shopping center would provide. The shopping center is designed to be a 35,000 Square foot building to include a Grocery Store with 4 retail spaces. Lowes' Grocery has committed to be the Anchor Tenant for the shopping center. The project site is strategically located in a prime location at Ganado (Burnside Junction), Arizona at the corner of AZ Highway 265 and US Highway 191. The site was selected after a Market Feasibility Study was conducted which deemed the project feasible. The Ganado Chapter is identified to be in the secondary market growth area of the Navajo Nation. The shopping center development will create employment opportunities, rental and sales tax revenue and provide goods and services to the local and surrounding communities of Ganado, Arizona.

Your favorable consideration to fund the Ganado Shopping Center in Year One will be greatly appreciated. Attached for your review, is a project packet prepared by the Project Development Department. This project is an important economic development project of the Navajo Nation. Please feel free to contact me if you have any questions at (928) 871-6504.

Sincerely,

A handwritten signature in black ink, appearing to read "Anthony Perry".

Anthony Perry, Acting Division Director
Division of Economic Development
The Navajo Nation

Ganado Shopping Center PTF – Interest



August 27, 2015

Prepared by:

Project Development Department
NN Division of Economic Development
(928) 871-6504

Introduction

- The Project Development Department is the primary entity responsible for development of commercial and industrial projects of the Navajo Nation.
- The main goal of the Department is to create and enhance a business environment that creates employment, provides basic goods and services while providing a revenue base for the Navajo Nation.
- Over the years, the Department has been successful to create and expand the Navajo economy by recruiting, retaining and expanding existing and new business throughout the Navajo Nation.
- Many of the business operators invest in their operations, provide the needed employment to the Navajo people and continue to operate with the interests of Navajo Nation while addressing the Navajo Economy.

Shopping Center Development

Based on the need to reduce the Navajo Dollar to off-reservation border towns, Major and Secondary Growth Centers were identified throughout the Navajo Nation to sustain a Navajo Economy. Shopping Centers were planned with a grocery store as an Anchor Tenant and retail shops to promote entrepreneurship, create employment and provided goods and services.

The Project Development Department developed the 10 shopping centers throughout the Navajo Nation, yet, the need still exists for our Navajo patrons to have accessible goods and services.

- Crownpoint Shopping Center
- Shiprock Shopping Center
- Pinehill Shopping Center
- St. Michaels Shopping Center
- Window Rock Shopping Center Phase I & II
- Kayenta Shopping Center Phase I & II
- Tuba City Shopping Center Phase I & II
- Navajo Pine Shopping Center
- Pinon Shopping Center
- Dilkon Shopping Center
- *Ganado Shopping Center*
- *NahataDziil Shopping Center*



CityMarket



OPERATION & MAINTENANCE

Navajo Nation Shopping Centers was established to oversee the Operation & Maintenance of the Shopping Centers. The NNSC, Inc. is currently a Navajo Nation Enterprise and continues to provide O&M services to the shopping centers developed by the Navajo Nation.

Utility systems developed by the Navajo Nation for commercial projects are also turned over to the Navajo Tribal Utility Authority for Operation & Maintenance.

Project Summary

Ganado Shopping Center

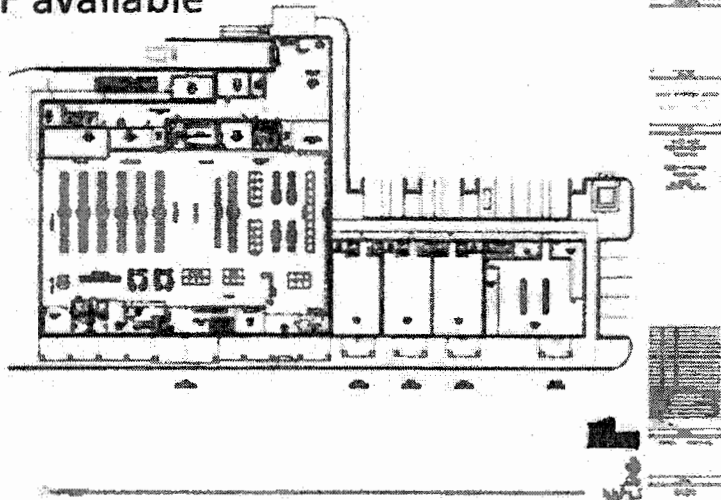
The Ganado Shopping Center is a 35,000 Square Foot Commercial Building that will be developed by the Navajo Nation to:

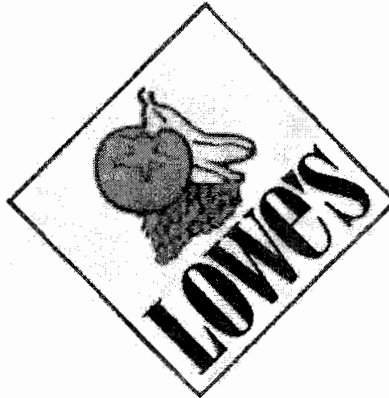
- Create Jobs (Temporary and Permanent)
- Create Tax Base
- Create Rental
- Provide Goods and Services
- Create a Multiplier Effect

Tenant Commitments for the Ganado Shopping Center:

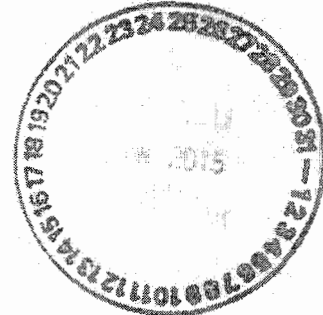
- Anchor Tenant: Lowes Grocery
- Restaurant: Subway
- Laundromat: Sandia Oil
- Retail Space: 1,500 SF available
- Retail Space: 1,500 SF available

Tenants Identified
See Attached Letters:





PAY AND SAVE, INC.
1804 HALL AVENUE
LITTLEFIELD, TX 79339



The Navajo Nation
Project Development Department
POB 663 Window Rock, AZ 86515
Phone (928) 871-7389
Fax (928) 871-6507

Confidential
June 18, 2015

Re: Preliminary Non-Binding Letter of Interest

Dear Jeannette Jones:

We appreciate the contact you have made with us in connection with the possible development of the Ganado Shopping Center in Ganado, AZ by the Navajo Nation. We are pleased to submit this non-binding letter of interest by Lowe's in possibly becoming the anchor grocery tenant in these locations provided the parties are able to agree on the various terms and conditions of such an endeavor and provided the Navajo Nation develops shopping centers in the locations.

This letter does not constitute any legal binding obligation between Lowe's and the Navajo Nation to enter into the above described transaction or give any party any rights or claims against the other in the event any party for any reason terminates the discussions necessary to complete the transaction this being a non-binding letter of interest not an actual contract or agreement between the parties.

We appreciate the opportunity to hear more about the Navajo Nation's potential development plans for these sites and look forward to further discussions on this matter

Sincerely,

Roger Lowe
President



June 3, 2015

Tony Perry
Director
Project Development
The Navajo Nation
P. O. Box 663
Window Rock, Arizona 86515

RE: Ganado Shopping Center-- Coin Laundry

Dear Mr. Perry:

This letter serves as our continuing commitment to be a tenant in your Navajo Nation Shopping Center development in Ganado. We would like to operate the coin laundry that will be located in the main shopping center building. We would request that we be placed on the end of the building to make it easier for our customers to bring their laundry into the store.

As you know we have been tenants in the Navajo Pine and the Pine Hill Shopping center since 1993. We have laundries at the Shopping Centers in Pinon, Chinle, and Tuba City.

We look forward to working with you to make this shopping center a reality.

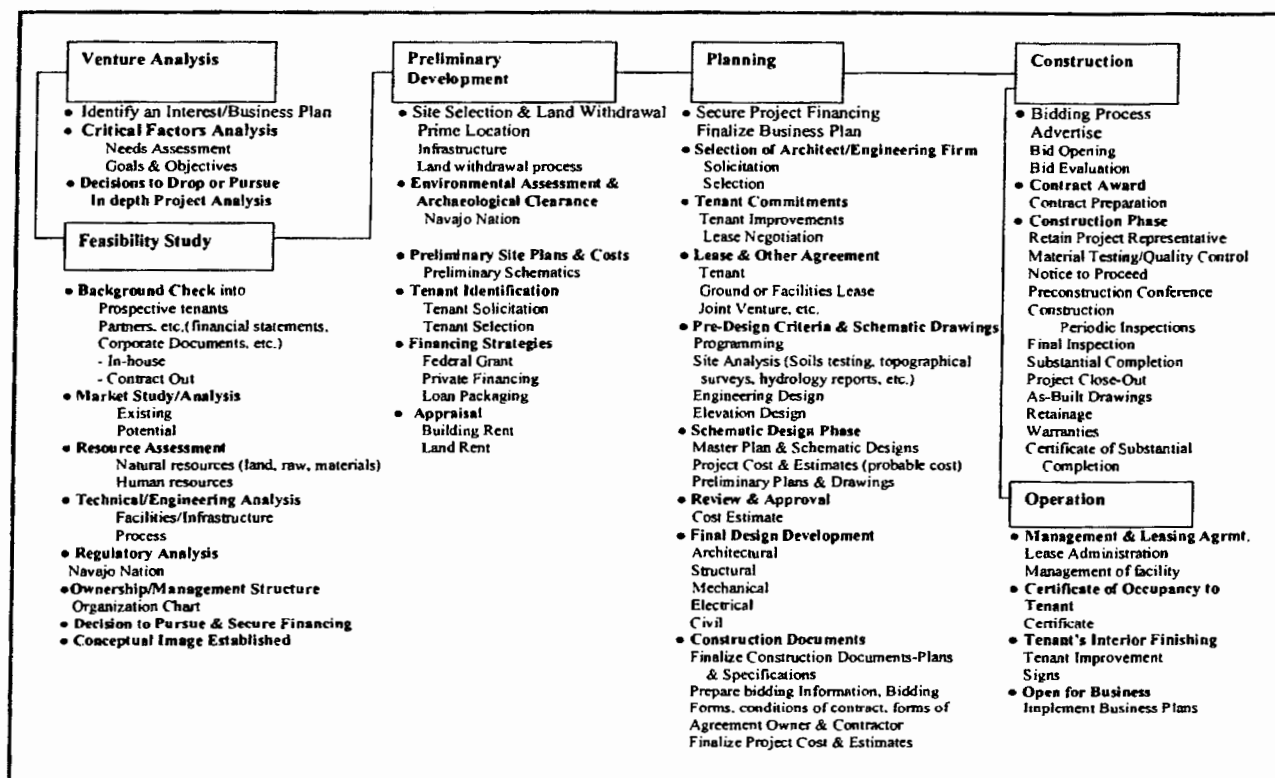
Sincerely,

A handwritten signature in dark ink, appearing to read "Doug Adams", is written over the word "Sincerely,".

Doug Adams
President

PROJECT DEVELOPMENT PROCESS

The Department utilizes the following Process when a project is initiated. A market feasibility study is an important economic tool used by the Navajo Nation and the prospective business to ensure market viability. Not all communities are feasible to sustain a business, yet, Navajo communities/chapters can support a regional development such as the case for the Ganado Shopping Center.



Ganado Shopping Center Feasibility Study

A Market Feasibility Study was conducted to determine the project feasibility; factors included location, population, traffic count and nearby utilities. The site at the Burnside Junction was the ideal location and deemed feasible to serve Ganado and the surround communities below:

Ganado Shopping Center Feasibility Study

Prepared for:



The Navajo Nation
Division of Economic Development
Highway 264 - 100 Taylor Road
St. Michaels, Arizona

Funded by:

United States Department of Commerce
Economic Development Administration
Seattle, WA 98174

Development Planning Grant No. 07-84-05938

Prepared by:

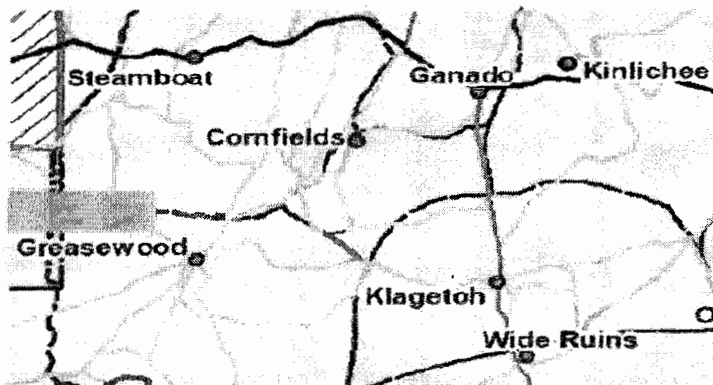


Southwest Planning & Marketing
3900 Cerrillos Road, Suite 107
Santa Fe, NM 87507-2696

July 2008

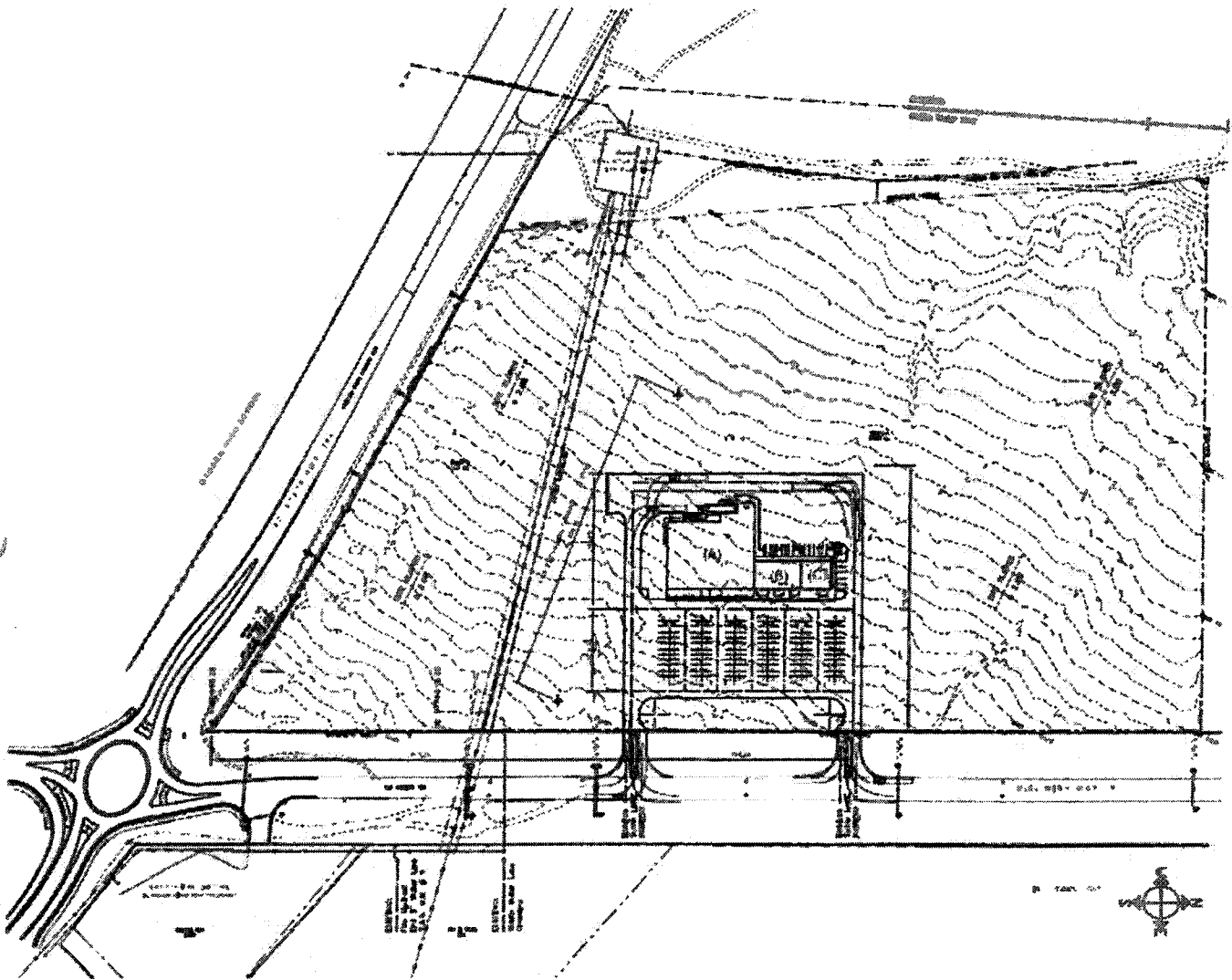
POPULATION AND INCOME GANADO MARKET AREA					
	Miles to Ganado	Population	Households	Median Household Income	Per Capita Income
Primary Market					
Ganado	~	3436	874	\$32,635	\$11,883
Kinlichee	8	1592	393	\$20,327	\$8,340
Cornfields	12	941	223	\$21,094	\$6,790
Klagetoh	15	1177	320	\$15,179	\$5,230
Total: Primary		7,146	1,810		
Secondary Market					
Steamboat	22	1693	427	\$13,444	\$5,748
Wide Ruins	23	1389	326	\$17,813	\$7,558
Greasewood	25	1596	380	\$12,157	\$5,721
Total: Secondary		4,678	1,133		
TOTAL		12,024	2,943		

Source: Population data, U.S. Census Bureau 2000, extracted by Div. of Econ. Dev. Support Services 2006.
Income data, U.S. Census Bureau 2000 (1998), extracted by LSR Innovations, November 2003



The communities of Cornfields, Steamboat, Greasewood, Kinlichee, Klagetoh and Wide Ruins encompass the market area for the Ganado Shopping Center.

Project Site Location



- The Ganado Shopping Center project site is located 7 miles west of Ganado (Burnside Junction), AZ at the junction of U.S. Highway 191 and AZ State Highway 264.
- The Chapter withdrew 35.71 acres

PROJECT INVESTMENT

The Project Development Department was able to accomplish the necessary project tasks for the shopping center site to get the project ready for Construction. To date, \$1,755,500 has been invested as preliminary cost for the Ganado Shopping Center.

TASK	AMOUNT
Market Study	\$30,000
Architect/Engineer Sewerline Design	\$68,000
Sewerline Construction	\$285,000
Geo Tech (for Sewerline Construction)	\$20,000
Boundary Survey (35 acres)	\$2,500
Arch. Clearance (34 acres)	\$1,500
Environmental Assessment (35 acres)	\$2,500
Market Study Update	\$45,000
Engineers Analysis Report (Drainage, GeoTech, TIA, Site Analysis) (EDA)	\$178,000
Architect/Engineer to DESIGN Shopping Center (Funded by EDA)	\$450,000
Topographic Mapping (for Site Elevations)	\$16,000
Phase One- Off Site Improvements (Funded by NN DED Sales Tax)	\$657,000
Total Investment on Shopping Center Site to Date:	\$1,755,500

Phase I – Off Site Improvements

GRADING AND SHAPING THE SHOULDERS
TRAFFIC CONTROL BY BARRICADES

TASKS SCHEDULED FOR WEEK OF OCT. 11TH

- Continue Earthmoving Operations
- SubGrade Prep
- Establish Boring Pit For Jack & Bore Crew

TASKS COMPLETED WEEK OF OCT. 11TH

- Mobilized to job site
- Resolved Surveying issues and surveyed the project
- Mobilized milling crew and milled the AC for new turning and acceleration lanes
- Installed CMP extensions
- Formed and poured headwalk

CREWS PLACED FORMS TO POUR THE HEADWALKS AND
EXTEND THE CMPS IN PREPARATION FOR GRADING OF
SHOULDERS

- Phase I is complete with the construction of two turn out lanes, 2 steel casing for water and gas line extension under US Highway 191.
- Sidewalk from Junction roundabout to turn out lane, for pedestrian safety. Curb and Gutter and Drainage.
- Navajo Contractor: Arrow Indian Contractors
- \$657,000: Funded by the Navajo Nation Sales Tax

DESIGN

- Navajo Nation was awarded a Public Works Grant from Department of Commerce, Economic Development Administration to design the 35,000 SF Ganado Shopping Center for \$450,000.00
- Navajo Nation secured D.Sloan Architects, P.C. 100% Owned Navajo Architectural Firm to design the Ganado Shopping Center
- Design is complete and in progress of closing out Grant Award
- Project is Construction Ready!



Anchor Tenant: Lowes
Grocery Committed

Ganado Shopping Center Construction Plans & Project Manual

Design is 100% Complete

"Project, Construction, Shovel Ready"

NAVAJO NATION

PROJECT MANUAL

Phase Two Development- Building and Site
Improvements Construction

Proposed Ganado Shopping Center

EDA AWARD No. 07-01-06663

May 20, 2015

D. SCOTT ROBERTS, P.C.
3555 Pennsylvania Avenue N.E.
Albuquerque, New Mexico 87112
Tel: 505-255-4253 Fax: 505-262-1293



GANADO SHOPPING CENTER

Ganado, Navajo County, Arizona

EDA Award No.: 07-01-06663

Navajo Nation

Project Development Department / Division of Economic Development
P.O. Box 303, Window Rock, Arizona 86515

LIST OF DRAWINGS

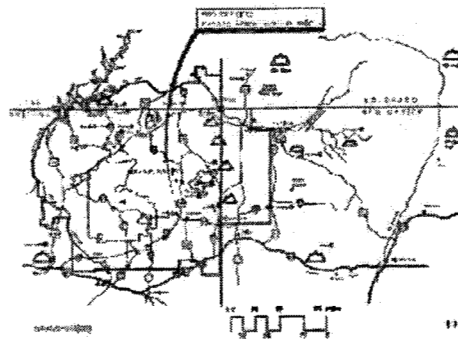
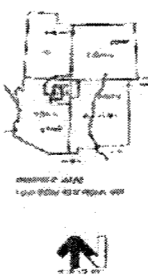
NO.	DESCRIPTION	DATE
1	GENERAL NOTES	5/20/15
2	PHASE TWO DEVELOPMENT - BUILDING AND SITE IMPROVEMENTS CONSTRUCTION	5/20/15
3	PROPOSED GANADO SHOPPING CENTER	5/20/15
4	EDA AWARD NO. 07-01-06663	5/20/15
5	NAVAJO NATION	5/20/15
6	PROJECT DEVELOPMENT DEPARTMENT / DIVISION OF ECONOMIC DEVELOPMENT	5/20/15
7	P.O. BOX 303, WINDOW ROCK, ARIZONA 86515	5/20/15
8

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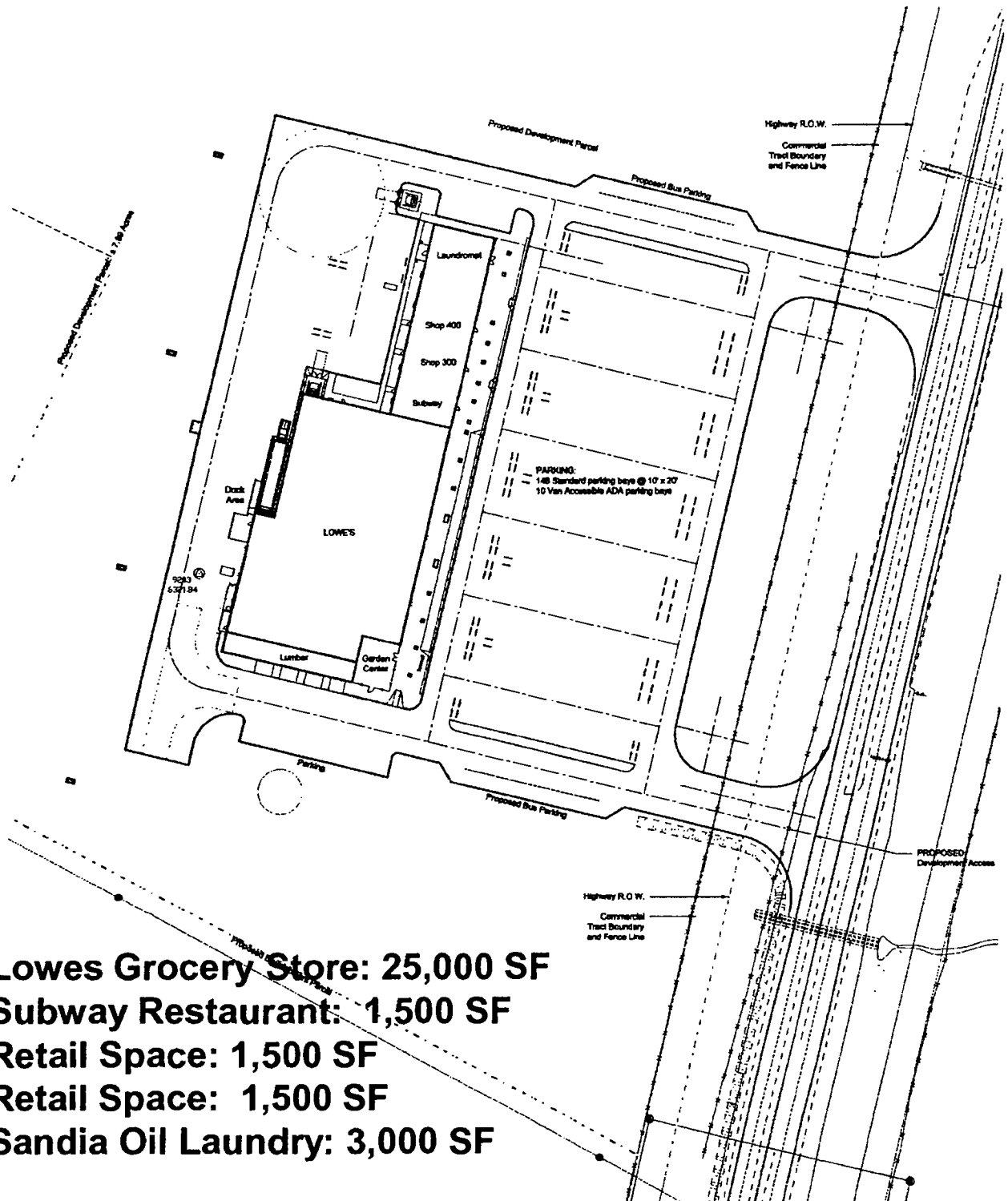
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8	...



<p>NAVAJO NATION</p> <p>PROJECT DEVELOPMENT DEPARTMENT / DIVISION OF ECONOMIC DEVELOPMENT</p> <p>P.O. BOX 303, WINDOW ROCK, ARIZONA 86515</p>	<p>GENERAL NOTES</p> <p>PHASE TWO DEVELOPMENT - BUILDING AND SITE IMPROVEMENTS CONSTRUCTION</p> <p>PROPOSED GANADO SHOPPING CENTER</p> <p>EDA AWARD NO. 07-01-06663</p> <p>NAVAJO NATION</p> <p>PROJECT DEVELOPMENT DEPARTMENT / DIVISION OF ECONOMIC DEVELOPMENT</p> <p>P.O. BOX 303, WINDOW ROCK, ARIZONA 86515</p>
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G001

Ganado Shopping Center Layout: 35,000 SF

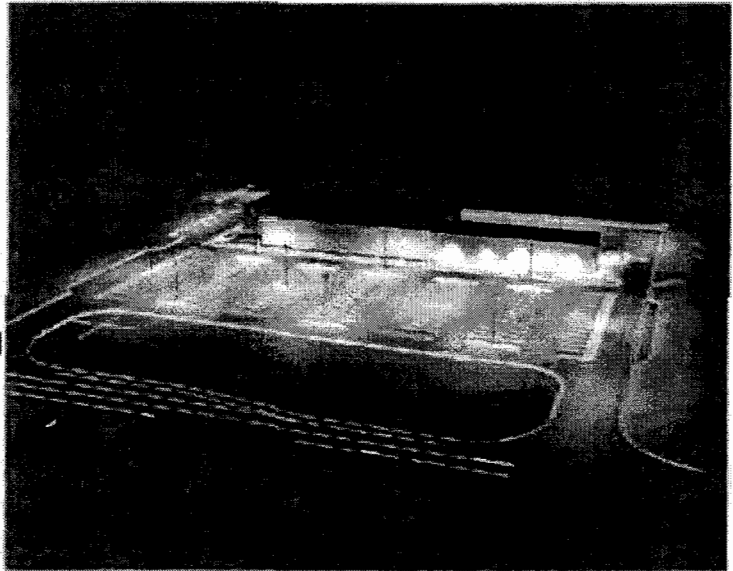


1. Lowes Grocery Store: 25,000 SF
2. Subway Restaurant: 1,500 SF
3. Retail Space: 1,500 SF
4. Retail Space: 1,500 SF
5. Sandia Oil Laundry: 3,000 SF

SCOPE OF WORK

Building Cost: \$9.2 million

- Site Preparation (Borrow Fill)
- Earth Work
- Site Concrete Work (curb and gutters)
- Drainage Work
- Parking & Overhead Lighting
- Building Concrete Work (footing etc.)
- Insulation
- Drywall & texture
- Masonry
- Structural Steel, Joist Decking, Fabrications
- Rough Carpentry
- Framing
- Painting
- Ceiling and Floor tiles
- Roofing system, Flashing & Accessories
- plumbing and electrical
- HVAC
- Fire protection
- Water Storage Tank (for fire suppression)
- Curb and gutters
- Parking Lot
- Street Signs
- Signage
- Doors and Hardware
- Glass & Glazing
- Plumbing, Mechanical, Electrical, IT
- Extension of Water, Gas, Electrical and Sewer line to Main system
- Propane Tanks
- Transformers



(Rendering of the Lighting Plan)

Tenant Investment: \$3.0 Million

- Walk in coolers
- Shelving
- Cashier Stations
- Interior Data (voice, fire alarm, security)
- Furniture
- Washer/Dryer Units
- Cabinetry
- Interior Plumbing Fixtures
- More

Sales Tax Revenue

@ 5%

GANADO SHOPPING CENTER								
Sales Tax Revenue								
Business Type	Size (SF)	Sales/SF	Annual Sales	Sales Tax: 5%				
				Year 1	Year 2	Year 3	Year 4	Year 5
Grocery Store	25,000	\$337	\$8,425,000	\$421,250	\$435,994	\$451,254	\$467,047	\$483,394
Name Brand Fast Food	1,500	\$350	\$525,000	\$26,250	\$27,169	\$28,120	\$29,104	\$30,122
Laundry	3,000	\$100	\$300,000	\$15,000	\$15,525	\$16,068	\$16,631	\$17,213
Retail	1,500	\$142	\$213,000	\$10,650	\$11,023	\$11,409	\$11,808	\$12,221
Retail	1,500	\$142	\$213,000	\$10,650	\$11,023	\$11,409	\$11,808	\$12,221
Subtotal Sales Tax				\$483,800	\$500,733	\$518,259	\$536,398	\$555,172

Source: Ganado Shopping Center Market Feasibility Study
Southwest Planning & Marketing, 2008

Five Year Pro Forma

GANADO SHOPPING CENTER FIVE YEAR PRO-FORMA No Loan							
INCOME		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
Rental Income		514,750	532,766	551,413	570,713	590,687	
Vacancy Allowance		(12,000)	(12,420)	(12,855)	(13,305)	(13,770)	
Common Area		44,250	45,799	47,402	49,061	50,778	
Insurance Reimb.		5,730	5,931	6,138	6,353	6,575	
% Tenant Sales		70,144	72,599	75,141	77,770	80,491	
TOTAL INCOME		622,874	644,675	667,239	690,592	714,761	
EXPENSES							
Common Area Maintenance		22,125	45,799	47,402	49,061	50,778	
Building Maintenance & Supplies		2,500	5,000	5,000	5,000	5,000	
Insurance		5,730	5,931	6,138	6,353	6,575	
Misc. Fees & Services		4,800	4,800	4,800	5,000	5,000	
TOTAL EXPENSES		35,155	61,530	63,340	65,414	67,353	
NET OPERATING INCOME		587,719	583,145	603,899	625,178	647,408	
CASH FLOW							
Cash In			587,719	583,145	603,899	625,178	647,408
Navajo Nation Investment		9,200,000					
Grant Income							
Loan Proceeds							
Total cash in		9,200,000	587,719	583,145	603,899	625,178	647,408
Cash Out							
Construction		9,200,000					
Debt Principal & Interest							
Total cash out		9,200,000					
ENDING CASH			587,719	583,145	603,899	625,178	647,408
Cumulative cash flow			587,719	1,170,864	1,774,763	2,399,941	3,047,349

Source: Ganado Shopping Center Market Feasibility Study
Southwest Planning & Marketing, 2008

RETURN ON INVESTMENT

EMPLOYMENT:

100 Temporary Construction Jobs;
130 Permanent Jobs through the new
business operations.

PAYROLL:

New jobs will generate approx.
\$1,886,000 of payroll income

ANNUAL REVENUE:

Rental Revenue - \$500,000 (approx)

Sales Tax - \$483,000

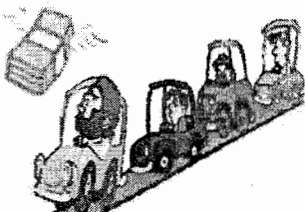
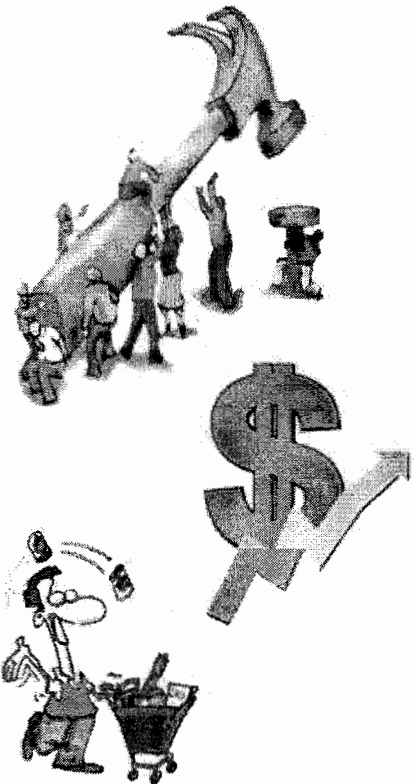
Junk Food Tax - TBD

BASIC GOODS & SERVICE

Eliminating the need to drive long
distances for basic goods. Added fuel
cost, time spent from home to do
chores, errands, family.

MULTIPLIER EFFECT:

Reduce the leakage of the Navajo dollar
to the border towns and will create a
multiplier effect for the Navajo Nation
economy.



*66% of Retail Dollars are spent off the
Navajo Reservation.*

(66 cents of every \$1.00)

Source: Ganado Shopping Center Market Feasibility Study
Southwest Planning & Marketing, 2008

Project Timeline

1. The Ganado Shopping Center Design is complete.
2. Project is ready for Bid Advertisement.
3. Timeline upon Funding _ October 2015:
 - Establish Business Unit for Ganado S.C. – 10 days
 - Bid Advertisement - 30 days
 - Bid Opening and Contractor Selection – 10 days
 - Procurement Clearances – 10 days
 - Initiate 164 Review – 20 days
 - Establish Account Number – 5 days
 - Pre-Construction Meeting & Issue Notice to Proceed
 - Construction – 10 Months
 - GRAND OPENING!!

1 st Year	2 nd Year	3 rd Year	4 th Year	5 th Year
Ganado Shopping Center: \$9.2M				
NahalaDzili Shopping Center: \$2.0M				
Dennehotso Retail Center: \$2.8M				

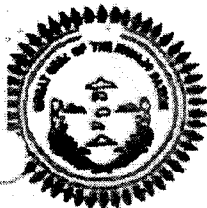
**Ganado Shopping Center
Construction "Project Ready" for
1st Year Funding Allocation**

Project Development Schedule – Ganado Shopping Ctr.

[illegible]

Ganado Shopping Center

**Support Letters
Ganado Chapter
Resolution
(attached)**



GANADO CHAPTER

P.O. BOX 188

GANADO, AZ 86505

Telephone: 928-755-5920

Fax: 928-755-5927

GCR-051115-02

Vince R. James
President

Walter Jones
Vice-President

Elizabeth H. Kuipers
Secretary/Treasurer

Alton Shepherd
Council Delegate

Dickerson Smith
Grazing Officer

Harry J. Yazzie
Coordinator

RESOLUTION OF THE GANADO CHAPTER

SUPPORTING AND REQUESTING RESOLUTION TO THE 23RD NAVAJO NATION COUNCIL OVERSIGHT COMMITTEES: BUDGET AND FINANCE COMMITTEE, RESOURCES AND DEVELOPMENT COMMITTEE, AND NAA'BIK'IYATI' COMMITTEE FOR FUNDS TO COMPLETE THE GANADO SHOPPING CENTER CONSTRUCTION (SHOVEL READY) PROJECT FOR A 35,000 SQUARE FOOT BUILDING FROM THE UNRESERVED, UNDESIGNATED FUND BALANCE (UUFb) IN AMOUNT OF \$9 MILLION

WHEREAS:

1. The Ganado Chapter is a duly certified local governing entity recognized by the Navajo Nation Council through 11 N.N.C. § 10 (A), to advocate and address the needs and development on behalf of the local people to interact with other departments of the Navajo Nation and federal and local agencies which serve and affect the Navajo Nation; and
2. The Ganado Chapter is a governance certified chapter of the Navajo Nation with vested authority under 26 N.N.C. § 1 et.seq.; and
3. The Ganado Chapter acknowledges that the Ganado Shopping Center is a shovel ready project with all required land withdrawal, clearances, completed design and engineering plans and the off-site sewer line, water line extensions and road turn offs were completed in December 2014; and
4. The Ganado Chapter acknowledges the Ganado Shopping Center Architectural and Engineering design is completed by David Sloan, Architects - a 100% Navajo owned firm; and
5. The Ganado Chapter acknowledges the Ganado Shopping Center is a 35,000 square foot building with a grocery store as the anchor tenant, laundromat, fast food restaurant and two retail spaces; and
6. The Ganado Chapter estimates funds in the amount of \$9.0 Million are required to construct the 35,000 square feet Ganado Shopping Center; and
7. The Ganado Chapter recognizes the Ganado Shopping Center requires construction funding to complete the project which will provide basic goods and services to Ganado and surrounding communities; create new employment opportunities, and stimulate economic development. The shopping center will also create revenue from the sales tax and rental promoting further growth opportunities to the region.

GCR-051115-02

GANADO SHOPPING CENTER CONSTRUCTION
UUFB \$9 MILLION

NOW THEREFORE BE IT RESOLVED THAT:

The Ganado Chapter membership hereby approves the request for funding of nine million dollars (\$9,000,000) from the Unreserved, Undesignated Fund Balance (UUFB) to construct the Ganado Shopping Center Project, to create employment and business opportunities, provide goods and services, generate revenue and have a positive economic impact on Ganado and the surrounding communities.

CERTIFICATION

I, hereby certify that the forgoing resolution was considered by the Ganado Chapter at a duly called meeting at Ganado Chapter, Navajo Nation Arizona, at which a quorum was present and that same was passed by a vote of 24 in favor; 0 opposed, and 1 abstained, this 11th day of MAY, 2015.

MOTIONED BY: David Lincoln

SECONDED BY: Isabel Shondee



Vince R. James, Chapter President

Apache County District II | Office of the Supervisor

Tom M. White, Jr., Chairman of the Board

September 01, 2015

Honorable Members of the Navajo Nation Council
The Navajo Nation
Window Rock, Arizona 86515

RE: Letter of Support
Ganado Shopping Center Proposed Project

Dear Honorable Council Delegates of the Navajo Nation Council

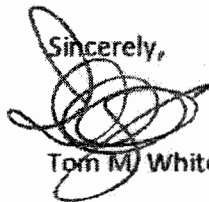
The Ganado/Burnside Junction area of State Highway 264 and 191 is a very busy corridor that intersects with main interstate arteries in the southwest area of our nation's transportation system. The area is accustomed to users that include, but not limited to; tourist, transit buses, school busses, freight liners, social and economic support transportation, as well as the general public.

The Navajo Nation is in dire need of economic and community development as well as the assurance of the safety of our communities and road systems. In an effort to join forces to address this dilemma, Apache County has initiated the Ganado/Burnside Area Traffic Circulation Study. The primary goal of the study is to develop a plan for improvements that promotes safety and mobility, enhances economic vitality, improves community livability, encourages environmental and cultural sensitivity and supports current and planned economic development. If all forces joined together, much could be accomplished.

I am pleased to support the Navajo Division of Economic Development and the many surrounding communities in their efforts to apply for and obtain funds for the Ganado Shopping Center Project.

Your consideration would be greatly appreciated.

Sincerely,



Tom M. White, Jr., Apache County Supervisor

cc: Beatrice Watchman, NN Division of Economic Development



August 27, 2015

23rd Navajo Nation Council
PO Box 3390
Window Rock, Arizona 86515

D. Sloan Architects
8008 Pennsylvania Circle NE
Albuquerque, New Mexico 87110
david@dsloanarchitects.com
Ganado Shopping Center
Burnside Junction, Az.

Dear Navajo Nation Council:

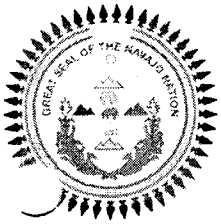
As the Project Architect responsible for proposed Ganado Shopping Center, I seek your support and recommend the investment of funds for the construction of the proposed Ganado Shopping Center. The construction plans are complete and the project is ready for advertisement for construction bids.

I have the good fortune in working with the Ganado Chapter community for the past 15+ years in planning for commercial development of the Burnside Junction location. Many local residents and Chapter leadership attending our planning meetings and workshops requested and supported commercial development of Burnside Junction in providing local access to goods, services and employment.

I also thank you for supporting the Navajo Business Opportunity Act in the employment and contracting of Navajo Owned businesses and professionals. Navajo Business Opportunity Act has allowed me, as a Navajo licensed Architect, the good fortune to support my family, employ other Navajo professionals and work with Navajo families and communities in building safer, better and stronger communities. "Ahehee"

Sincerely,

David N. Sloan, AIA, Project Architect
D. Sloan Architects PC



THE NAVAJO NATION

RUSSELL BEGAYE PRESIDENT
JONATHAN NEZ VICE PRESIDENT

September 2, 2015

23rd Navajo Nation Council
PO Box 3390
Window Rock, Arizona 86515

RE: Desert Meadows Convenience Store

Dear Honorable Members of the Council,

The Division of Economic Development, Project Development Department is requesting for the Desert Meadows Convenience Store/Gas Station to be considered for Year One funding from the Permanent Trust Fund Interest in the amount of \$2.8 million. To date, the project has invested \$2.1 million to complete all the preliminary work with all necessary clearances, studies and off-site improvements (waterline, roads, power line).

The retail facility will be a 6,000 square foot facility to include a convenience store, gas station, laundromat and deli/eatery. Sandia Oil has committed to be the Operator of the retail establishment. The project site is located on a 10 acre withdrawn site located at the corner of BIA Road 6465 and U.S Highway 191. The convenience store project will create employment opportunities, rental, sales and fuel tax revenue and provide goods and services to the local and surrounding communities of Dennehotso, Arizona.

Your favorable consideration to fund the Desert Meadows Convenience Store in Year One will be greatly appreciated. Attached for your review, is a project packet prepared by the Project Development Department. This project is an important economic development project of the Navajo Nation. Please feel free to contact me if you have any questions at (928) 871-6504.

Sincerely,

A handwritten signature in black ink, appearing to read "Anthony Perry", is written over the word "Sincerely,".

Anthony Perry, Acting Division Director
Division of Economic Development
The Navajo Nation

Desert Meadows

Convenience Store/Gas Station

PTF - INTEREST

August 27, 2015

Prepared by: Project Development Department
Division of Economic Development

Desert Meadows Convenience Store 6,000 SF Building

- Project Summary
 - Dennehotso Chapter Support
 - Withdrawal of 145 acres for Multi-Use Development “Desert Meadows”
 - Project Site at Dennehotso, AZ (Highway 161 & BIA Road 6465)
 - 10 acres set aside for commercial development
 - Archaeological Clearance, Environmental Assessment – Complete
 - Market Feasibility Study – Complete
 - Completion of Electrical Line Extension (MOA with NTUA)
 - Completion of Water Line Extension from Baby Rocks to Dennehotso
 - Completion of BIA road Paving and turn out lane improvements
 - Tenant identified: Sandia Oil Company
 - Project Need for Construction: \$2.8 million

Investment to Date on Project

\$2,193,456

Desert Meadows Project		
\$832.00		Consulting Fees Paid
\$221,732.40	Westland Resources	Design of Water/Wastewater/ BIA Road/ADOT Turnout Lane
\$507,000.00	OEI/Indian Health Service	Waterline Installation from Baby Rocks to Dennehotso
\$279,162.62	NTUA (MOA w/PDD)	Powerline Installation to project site and to Mitchell Camp
\$181,003.36	NHC Construction	Demolition of former Baby Rocks establishment
\$50,929.32		Environmental Assessment Report
\$761,894.32	Arrow Indian Contractors	Access Road & Turn out Lane completed at 95%, waiting on chip seal scheduling
\$190,902.25	Dyron Murphy Architects	To design the 6,000 SF Convenience Store (164 Process)
\$2,193,456.27	Total Project Cost to Date:	
\$2,800,000.00	Estimated cost to Complete Construction of the 6,000 SF Convenience Store	

Off Site Improvements 95% Complete

Funded by NDOT & Sales Tax \$761,894

Convenience Store Site



Widening of turn out lane, new cattle guard



Paving of BIA Road 6465

Floor Plan & Elevations

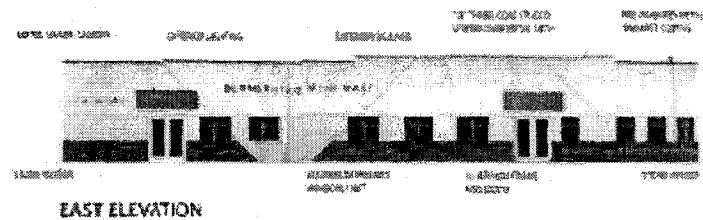
6,000 SF

CONVENIENCE STORE AND LAUNDROMAT

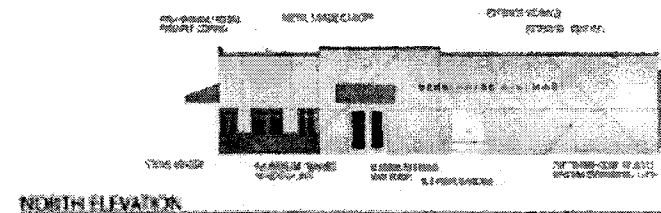


OPTION A - LAUNDROMAT

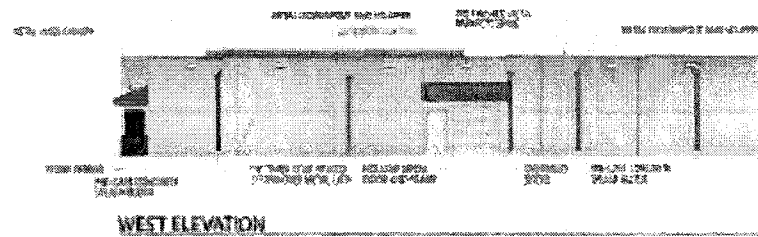
SCALE 1/8" = 1'-0"



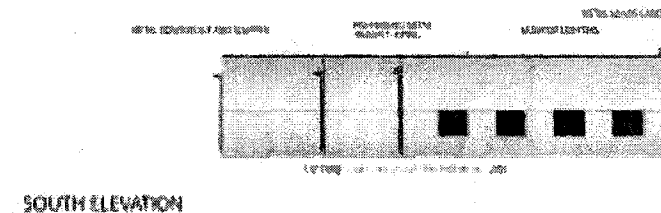
EAST ELEVATION



NORTH ELEVATION



WEST ELEVATION



SOUTH ELEVATION

Desert Meadows Convenience Store

CONVENIENCE STORE AND LAUNDROMAT

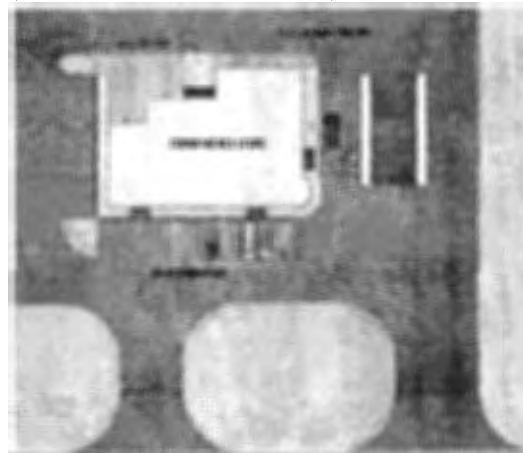


FRONT PERSPECTIVE



REAR PERSPECTIVE

- 6,000 SF Building
- Convenience Store
 - Laundromat
 - Deli/Eatery
 - Gas Station



SITE PLAN

Tenant:
Sandia Oil Company

Sales & Fuel Tax Revenue

[illegible]

Return on Investment

- Sales Tax Revenue — \$45,000 Annually (Store/Laundry)
- Fuel Excise Tax - \$194,400
- Rental Revenue - \$30,000
- Employment Opportunities: 50 Temporary Jobs; 20 Permanent Jobs
- Basic Goods and Services to the local community and to capture the Tourist traveling U.S. 161
- Operation and Maintenance will be provided by the Tenant

PTF – Interest

Desert Meadows Convenience Store

1 st Year	2 nd Year	3 rd year	4 th Year	5 th Year
Ganado Shopping Center: \$9.2M				
NahataDzill Shopping Center: \$2.0M				
Dennehotso Retail Center: \$2.8M				

Project Need: \$2.8 million

Timeline upon Funding:

- Establish Business Unit for Desert Meadows – 10 days
- Bid Advertisement - 30 days
- Bid Opening and Contractor Selection - 5 days
- Procurement Clearances - 10 days
- Initiate 164 Review & Approval – 20 days
- Establish Account Number – 10 days
- Pre-Construction Meeting & Issue Notice to Proceed
- 6 Months Construction Period
- Grand Opening

Desert Meadows Commercial Development RESULTS of SURVEY

PARCELS OF LAND LOCATED IN:
SE 1/4 of Section 27 and the NE 1/4 of Section 34
Township 40 North, Range 23 East
Gila and Salt River Meridian, Apache County, Arizona

LEGEND:
○ FND 3-1/4" USBLM BRASS CAP
+ FND "X" SCRIBED IN ROCK SHELF
● FND 1/2" REBAR
△ FND 1/2" X 12" REBAR LYING ON GROUND (RESET)
□ FND ADOT ROW MARKERS
○ SET 5/8" X 16" REBAR
-X- FENCE LINE
(R) RECORD
(M) MEASURED
WC WITNESS CORNER

LEGAL DESCRIPTION:

THE SE 1/4 OF SECTION 27 AND THE NE 1/4 OF SECTION 34, TOWNSHIP 40 NORTH, RANGE 23 EAST, THE GILA AND SALT RIVER MERIDIAN, APACHE COUNTY, ARIZONA, AND BEING MORE COMPLETELY DESCRIBED BY METES AND BOUNDINGS AS FOLLOWS:
COMMENCING AT THE NORTHEAST CORNER OF SAID SECTION 34, MARKED BY A USBLM 3/4" BRASS CAP DATED 2001, WITH ALL BEARINGS IN THIS DESCRIPTION BEING RELATIVE TO S 00°01'00" E BETWEEN THE NE AND SE CORNERS OF SAID SECTION 34;

PARCEL A:

THENCE S 70°05'53" W A DISTANCE OF 2002.15' TO A SCRIBED "X" IN ROCK ALSO BEING THE TRUE POINT OF BEGINNING OF PARCEL A,
THENCE N 48°08'20" E A DISTANCE OF 282.07',
THENCE S 44°57'38" E A DISTANCE OF 450.64',
THENCE S 42°41'53" W A DISTANCE OF 281.90',
THENCE N 44°57'38" W A DISTANCE OF 477.40' TO THE TRUE POINT OF BEGINNING, BEING 3.00 ACRES MORE OR LESS AND BEING SUBJECT TO ANY AND ALL EXISTING EASEMENTS FOR UNDERGROUND UTILITIES AND RESERVING AN EIGHTY FOOT (80') ACCESS AND UTILITY EASEMENT IN FAVOR OF PARCELS B AND C ALONG THE SOUTHEASTERLY LINE OF SAID PARCEL A AS SHOWN HEREON.

PARCEL B:

COMMENCING AT THE SCRIBED "X" AT THE WESTERLY MOST CORNER OF PARCEL A, THENCE N 48°08'20" E A DISTANCE OF 282.07' TO THE TRUE POINT OF BEGINNING OF PARCEL B,
THENCE N 48°08'20" E A DISTANCE OF 404.79',
THENCE S 44°57'38" E A DISTANCE OF 412.22',
THENCE S 42°41'53" W A DISTANCE OF 404.84',
THENCE N 44°57'38" W A DISTANCE OF 450.64' TO THE TRUE POINT OF BEGINNING, BEING 4.00 ACRES MORE OR LESS AND BEING SUBJECT TO ANY AND ALL EXISTING EASEMENTS FOR UNDERGROUND UTILITIES AND RESERVING AN EIGHTY FOOT (80') WIDE ACCESS AND UTILITY EASEMENT IN FAVOR OF SAID PARCEL C ALONG THE SOUTHEASTERLY LINE OF SAID PARCEL B AS SHOWN HEREON.

PARCEL C:

COMMENCING AT THE SCRIBED "X" AT THE WESTERLY MOST CORNER OF PARCEL A, THENCE N 48°08'20" E A DISTANCE OF 686.00' TO THE TRUE POINT OF BEGINNING OF PARCEL C,
THENCE N 48°08'20" E A DISTANCE OF 330.80',
THENCE S 44°57'38" E A DISTANCE OF 380.85',
THENCE S 42°41'53" W A DISTANCE OF 330.39',
THENCE N 44°57'38" W A DISTANCE OF 412.22' TO THE TRUE POINT OF BEGINNING, BEING 3.01 ACRES MORE OR LESS AND BEING SUBJECT TO ANY AND ALL EXISTING EASEMENTS FOR UNDERGROUND UTILITIES.

SURVEYOR'S NOTES:

- 1) THIS SURVEY IS BASED ON, BUT DOES NOT FULLY RELY ON A PRIOR UNRECORDED SURVEY TITLED "DENNEHOTSO TRACT 1" PERFORMED BY TOMMY CONLEY, AZ RLS 7587, SEALED AND DATED 5/21/09.
- 2) ALL CORNER REBARS ARE SET IN SAND AND VULNERABLE TO NATURAL AND MECHANICAL DISTURBANCES. AS NOTED ON THIS PLAT THE WESTERLY MOST CORNER OF PARCEL A IS AN "X" PERMANENTLY SCRIBED IN A STONE SHELF AND IS THEREFORE THE PRINCIPAL TIE FOR THIS SURVEY.
- 3) ELEVATIONS ARE BASED ON STATIC GPS OBSERVATIONS PROCESSED BY NGS OPUS, USING THE GEOID99 ELEVATION MODEL. ELEVATIONS ARE NAVD83.
- 4) IN THIS SECTION OF HWY 180, THE HWY FENCE IS 3 TO 5 FT OUTSIDE OF THE LINE BETWEEN LOCATED ADOT ROW MARKERS. HENCE, THE TRUE ROW CANNOT BE PRECISELY LOCATED.

REFERENCE DOCUMENTS:

- 1) OFFICIAL USBLM PLAT OF T.40N., R.23E., G&SRM DATED AUGUST 19, 2003.
- 2) ADOT US180 MILEPOST MAP 416.00-434.00. AN ADOT ROW SURVEY IS NOT AVAILABLE FOR THIS SECTION OF HWY 180.
- 3) "DENNEHOTSO TRACT 1" MAP DATED MAY 21, 2009.
- 4) NATIONAL GEODETIC SURVEY OPUS STATIC GPS PROCESSING REPORT, SEPTEMBER 30, 2010.

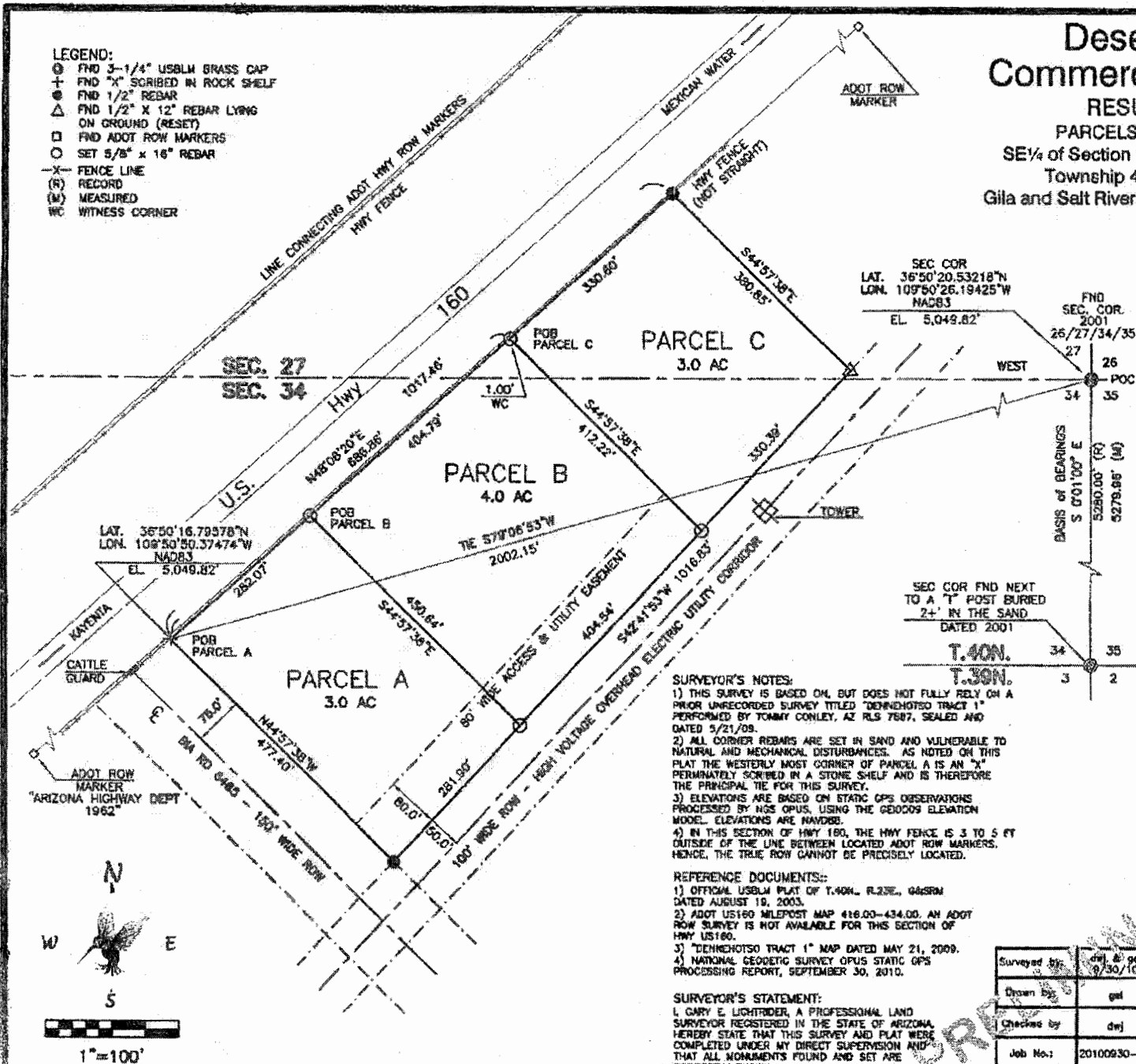
SURVEYOR'S STATEMENT:

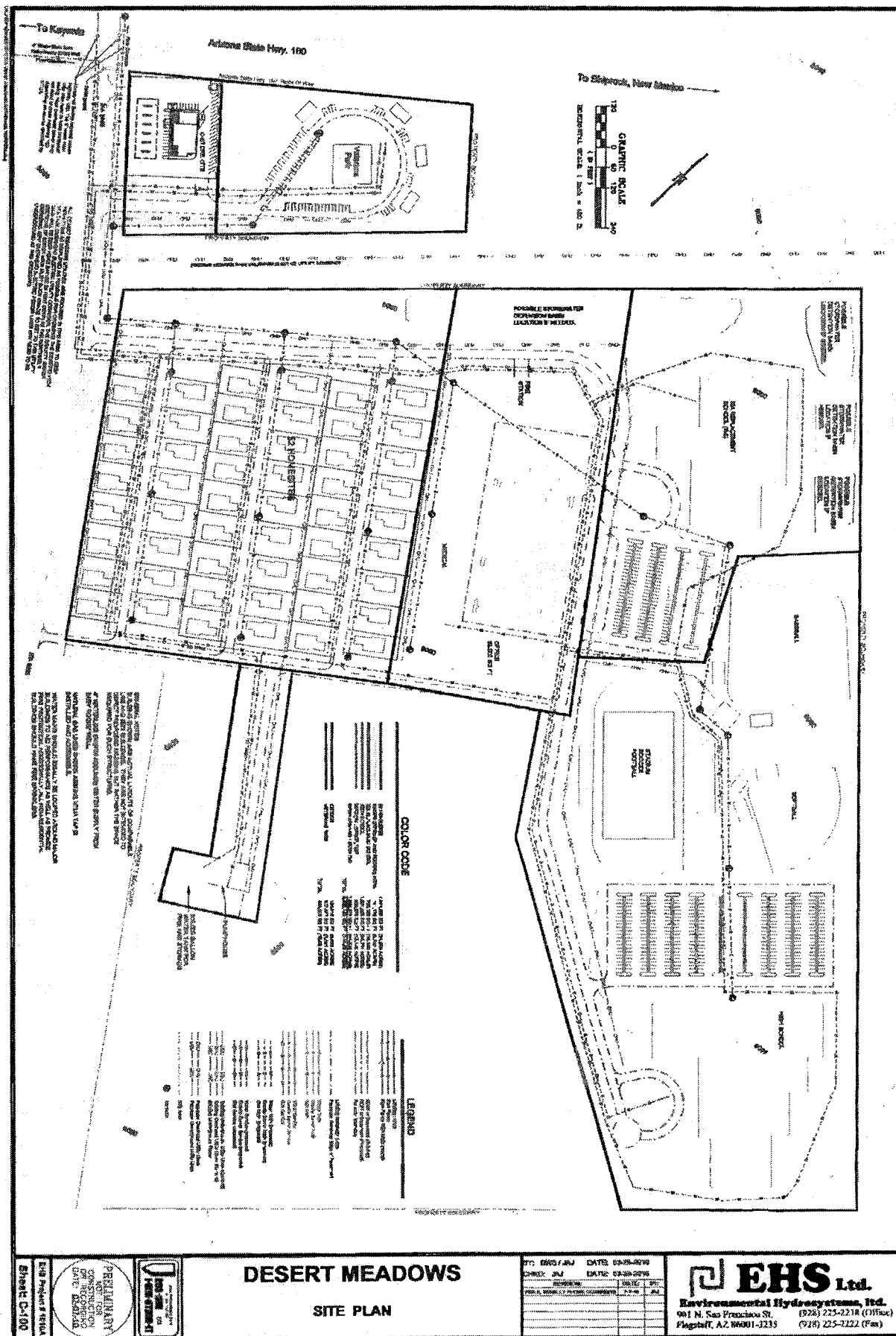
I, GARY E. LICHTNER, A PROFESSIONAL LAND SURVEYOR REGISTERED IN THE STATE OF ARIZONA, HEREBY STATE THAT THIS SURVEY AND PLAT WERE COMPLETED UNDER MY DIRECT SUPERVISION AND THAT ALL MONUMENTS FOUND AND SET ARE CORRECTLY SHOWN.

Surveyed by:	dwl & gel
Drawn by:	gel
Checked by:	dwl
Job No.:	20100930-01

HUMMINGBIRD SURVEYING, LLC
P.O. BOX 100-219, ANETH, UT 84510
970-970-5108 - 970-739-1010

DESERT MEADOWS, PARCELS A, B & C
DISTRICT #8, NAVAJO INDIAN RESERVATION
LOCATED IN:
SE 1/4 Sec. 27 & NE 1/4 Sec. 34
T.40N., R.23E., G&SRM
APACHE COUNTY, ARIZONA





Sandia Oil Company
P.O. Box 13630 Albuquerque, N.M. 87192
1016 Lohank Blvd., N.E. Albuquerque, N.M. 87112
(505) 292-5491 • Fax (505) 294-4821

September 2, 2015

Beatrice Watchman, EDS
Project Development Department
NN Division of Economic Development
P. O. Box 663
Window Rock, AZ 86515

RE: Letter of Commitment to the Development at Dennehotso

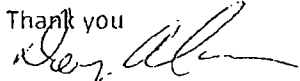
Dear Ms. Watchman:

Please consider this letter as our letter of commitment in operating the coin laundry, small grocery store and deli with self-service gasoline at the Desert Meadows Development occurring in Dennehotso, Arizona.

We are prepared to invest in the equipment and interior store fixtures and pay a rental for the building.

We have met with the Chapter Officials and look forward to being involved in this development.

Thank you


Doug Adams
President

NAHAT'A'DZIIL SHOPPING CENTER



Proposal by Project Development Department
Division of Economic Development
August 2015

NAHAT'A'DZIIL SHOPPING CENTER PROJECT

PTF – Interest LGTF & Water Improvement
 $25/75 = \$25m$ for 5yrs

	1st Year	2nd Year	3rd year	4th Year	5th Year
\$31.25m	Nahat'a'Dzil Shopping Center \$25M				
\$65.75m					
\$28m					

Example 5

Phase III–Building Construction

\$2 Million Request

Purpose of Funding:

- Supplement the \$5M NNC appropriation;
- Total project cost of \$7M, need \$2M;
- Construct
 - Commercial 24,000 sq. ft building
 - Access roads (2)
 - Parking lot
 - Infrastructure: Electrical, water, wastewater, communication, gas service lines, electrical transformers;
 - Water storage tank & pump;
- Relocate power line, etc;

Shopping Center

- ▶ Project: A 30,000 s.f. shopping center to be constructed on approximately 19 acres of land within the Nahat'a'Dziil Chapter, Navajo Nation;
- ▶ Site: North of Sanders, AZ, and north of Interstate 40 (I-40) and west of County Road 7080;
- ▶ Access: Via Traffic Interchange #339 from Interstate 40 east and west bound, a frontage road and by County Road 7080.

Scope of Work

Construction – Commercial building & supporting infrastructure: concrete footing & building pad, masonry, steel work, insulation, drywall, texture, painting, glass, door hardware, ceiling & floor tiles, roofing system, plumbing and electrical system, heating, cooling & ventilation system, fire protection system, curb and gutters, sidewalks, asphalt paved access roads & parking lot, street lights, signage, water storage tank with booster pump, extend services lines for water, wastewater, electricity, communication lines, relocate power line, electrical transformers, meters, propane tank, etc.,

Retail Spaces for Leasing

Navajo Nation Development:

Business:	Tenants:	Square Footage
Grocery Store:	Bashas' Inc	16,000
Laundromat	Sandia Oil, Inc.	3,000
Subway	Sandia Oil, Inc.	2,000
Retail Spaces	To be advertised	2,000
TOTAL:		24,000

Private Development & Financing:

Lessee:	Sandia Oil, Inc.	Square Footage
Gas Station, Convenience Store, Dairy Queen & Grill		6,000
Shopping Center Total Square Footage		30,000

FIVE YEAR PRO FORMA

Source: Market Feasibility Study

Exhibit 14						
NAHATA DZIIL SHOPPING CENTER						
FIVE YEAR PRO-FORMA						
INCOME	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
Rental Income	\$ 305,250	\$ 315,934	\$ 326,992	\$ 338,437	\$ 350,281	
Vacancy Allowance	(12,000)	(12,420)	(12,855)	(13,305)	(13,770)	
Common Area	29,975	31,024	32,110	33,234	34,397	
Insurance Reimb.	3,875	4,010	4,151	4,296	4,447	
% Tenant Sales	73,920	76,507	79,185	81,956	84,824	
TOTAL INCOME	\$ 401,020	\$ 415,055	\$ 429,583	\$ 444,618	\$ 460,179	
EXPENSES						
Common Area Maintenance	\$ 29,975	\$ 31,024	\$ 32,110	\$ 33,234	\$ 34,397	
Building Maintenance & Supplies	2,500	5,000	5,000	5,000	5,000	
Insurance	3,875	4,010	4,151	4,296	4,447	
Misc. Fees & Services	4,800	4,800	4,800	5,000	5,000	
TOTAL EXPENSES	\$ 41,150	\$ 44,834	\$ 46,061	\$ 47,530	\$ 48,844	
NET OPERATING INCOME	\$ 359,870	\$ 370,221	\$ 383,522	\$ 397,088	\$ 411,335	
CASH FLOW						
Cash In	\$ 359,870	\$ 370,221	\$ 383,522	\$ 397,088	\$ 411,335	
Navajo Nation Investment	\$ 7,000,000					
Cash Out						
Construction	\$ 7,000,000					
ENDING CASH	\$ 211,910	\$ 222,261	\$ 235,562	\$ 249,128	\$ 263,375	
Cumulative Cash Flow		\$ 434,171	\$ 669,733	\$ 918,861	\$ 1,182,236	

NAHAT'A'DZIIL SHOPPING CENTER

Sales & Tax Revenue (\$)

Business	Sq. Ft.	Sales/Sq.	Annual Sales	Navajo Nation Sales Tax @ 5%				
				Year 1	Year 2	Year 3	Year 4	Year 5
Grocery	16,000	337	5,392,000	269,600	279,036	279,524	289,308	299,433
Fast Food	3,000	350	1,050,000	52,500	54,338	56,239	58,208	60,245
Laundry	3,000	100	300,000	15,000	15,525	16,068	16,631	17,213
Retail	2,000	142	284,000	14,200	14,697	15,211	15,744	16,295
C-Store	3,000	200	600,000	30,000	31,050	32,137	33,262	34,426
Fast Food	3,000	350	1,050,000	52,500	54,338	56,239	58,208	60,245
Sales Tax	30,000			433,800	448,984	455,419	471,359	487,857
			Annual Gallons	Navajo Nation Fuel Tax @ 0.18 per gallon				
Gasoline			1,080,000	194,400	201,204	208,246	215,535	223,078
Sales & Fuel Tax Revenue				628,200	650,188	663,665	686,894	710,935

Source: Market Feasibility Study

BENEFITS

ECONOMIC IMPACTS

Jobs and Wages

The shopping center will create many new jobs in the Nahata Dail area. Following are an estimated number of jobs and average wages to be expected by type of business as set forth in this plan:

Type of business	# of Employees	Type of Job	Average Hourly Wage
Grocery Store:	33	Cashier	\$ 8.50
	1	Stock/clerk	
	1	Dept. Manager	\$10.00
Fast Food: (2)	8	Store Manager	\$12.00-\$19.00
		Courier sales	\$ 8.50
		Shift Manager	\$15.00
Laundry:	5	Attendant	\$ 8.50
	1	Manager	\$10.00
Convenience Store (includes gas station)	9	Cashier/Stock	\$ 8.50
	1	Manager	\$10.00-\$12.00
Other Retail: (2) (includes office/medical)	10	Cashier	\$ 8.50
	2	Manager	\$10.00-\$12.00
Total number of jobs	113		
Total potential wages	\$1,997,840		

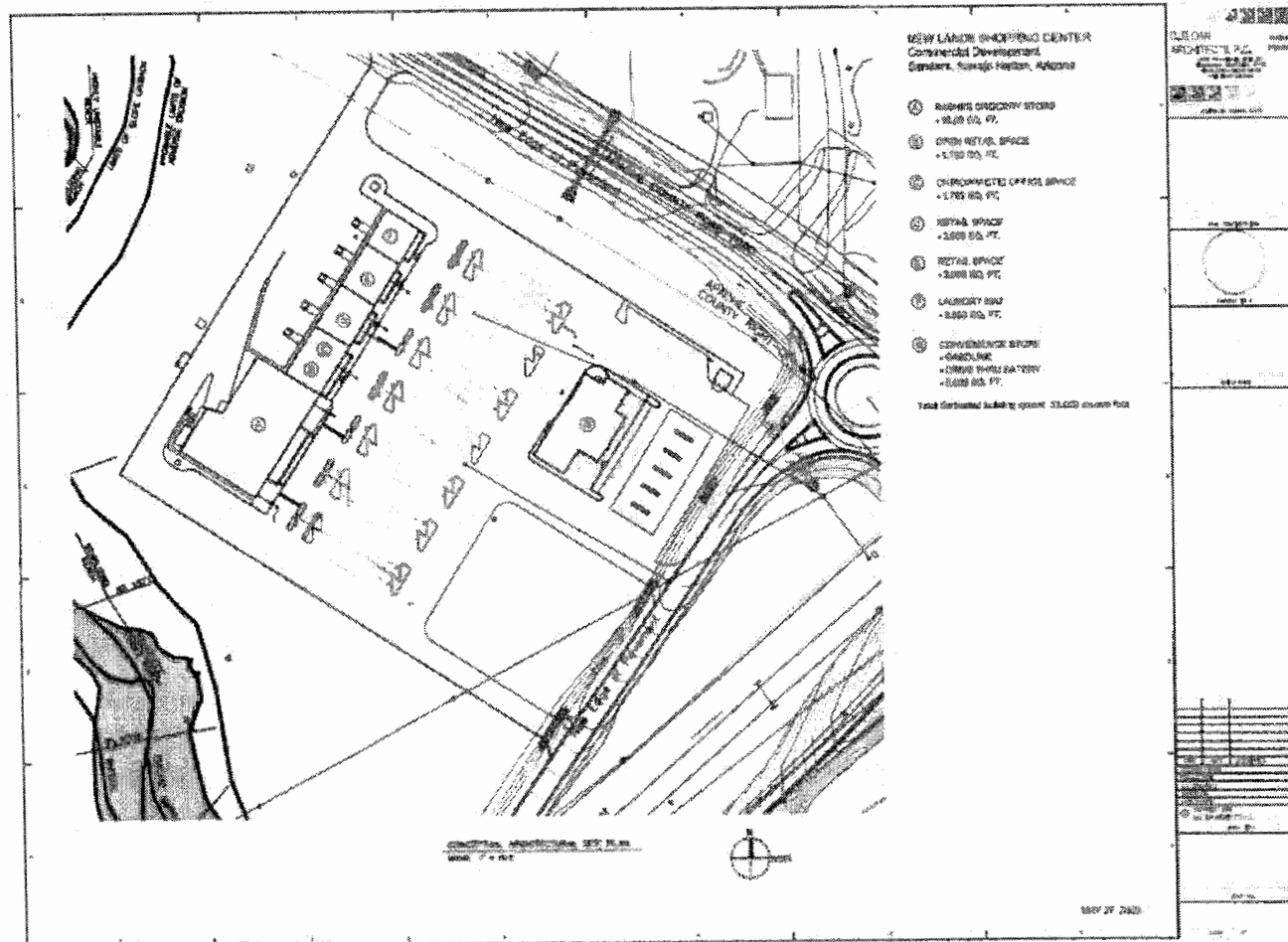
- Construction Jobs: 50
- Permanent Jobs: 100
 - Wages: \$1.9M annually (est.);
- Convenient access to goods and services;
- Generate Revenue:
 - Lease Rental Yr 1 Est. \$300,000
 - Sales Tax Projection Yr 1 \$433,800
 - Fuel Tax Projection Yr 1 \$194,000;
- Reduce leakage of Navajo dollars off the Reservation;
- Create a multiplier effect, stimulating Navajo economic & community Development

Source: Market
Feasibility Study

PROJECT SITE

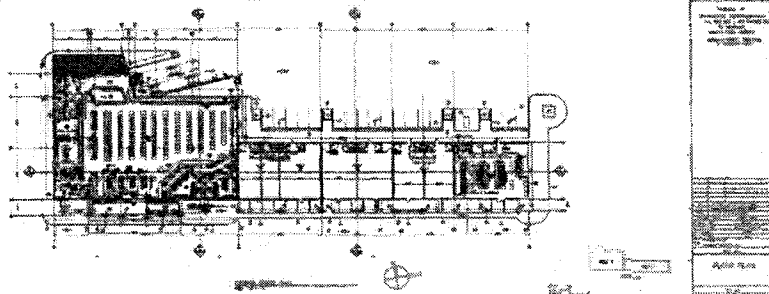


Project Site Layout:

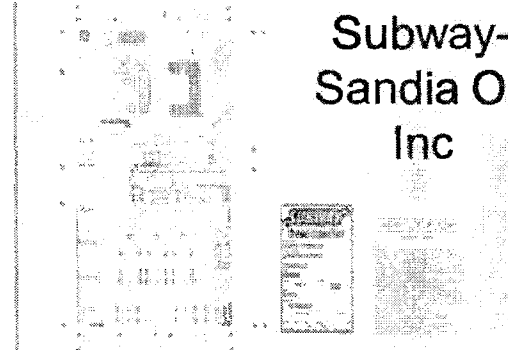


RETAIL SPACES

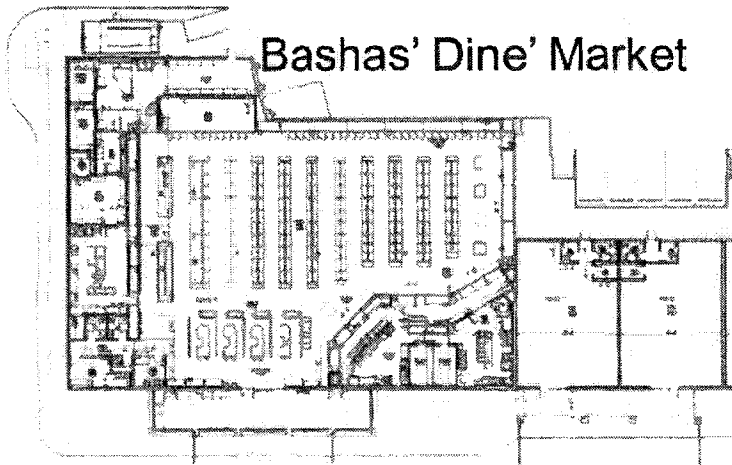
24,000 SF
Commercial Facility



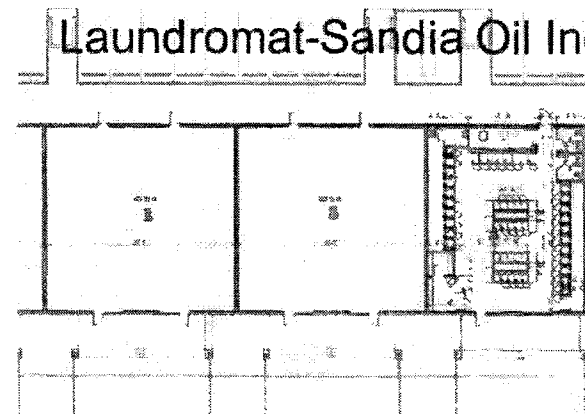
Subway-
Sandia Oil
Inc



Bashas' Dine' Market



Laundromat-Sandia Oil Inc



COST

Design Development Phase
May 2015

Naahat'Atiis (New Lords) Shopping Center
Sanders, Arizona

BEO Project Development
Navajo Nation
Window Rock, Arizona

General Summary

Division	Description of Work	Site Infrastructure	Cost per GSF 30000	Building	Cost per GSF 30000	Total Cost	Cost per GSF 30000
02300	Site Preparation	\$17,500.00	\$1.25	\$0.00	\$0.00	\$17,500.00	\$1.25
02310	Earthwork	\$127,500.00	\$4.25	\$0.00	\$0.00	\$127,500.00	\$4.25
02320	Site Concrete	\$220,000.00	\$7.33	\$0.00	\$0.00	\$220,000.00	\$7.33
02330	Asphalt Paving & Markings	\$720,000.00	\$24.00	\$0.00	\$0.00	\$720,000.00	\$24.00
02400	Site Improvements	\$100,000.00	\$3.33	\$0.00	\$0.00	\$100,000.00	\$3.33
02405	Utilities	\$127,500.00	\$4.25	\$0.00	\$0.00	\$127,500.00	\$4.25
02410	Storm Drainage	\$83,000.00	\$2.77	\$0.00	\$0.00	\$83,000.00	\$2.77
02420	Irrigation & Landscaping	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
03100	Concrete Reinforcement	\$0.00	\$0.00	\$41,300.00	\$13.77	\$41,300.00	\$13.77
03105	Building Concrete	\$0.00	\$0.00	\$414,300.00	\$13.81	\$414,300.00	\$13.81
03110	Precast Concrete	\$0.00	\$0.00	\$11,000.00	\$3.67	\$11,000.00	\$3.67
04400	Masonry	\$0.00	\$0.00	\$85,100.00	\$2.84	\$85,100.00	\$2.84
04405	Structural Steel, Joint, Bolting, Fabrication	\$0.00	\$0.00	\$411,500.00	\$13.72	\$411,500.00	\$13.72
04410	Ornamental Iron	\$0.00	\$0.00	\$5,700.00	\$1.89	\$5,700.00	\$1.89
04415	Rough Carpentry	\$0.00	\$0.00	\$8,700.00	\$2.89	\$8,700.00	\$2.89
04420	Architectural Woodwork	\$0.00	\$0.00	\$10,200.00	\$3.40	\$10,200.00	\$3.40
04425	Finish Carpentry	\$0.00	\$0.00	\$4,500.00	\$1.50	\$4,500.00	\$1.50
07110	Steel Vandalproofing	\$0.00	\$0.00	\$10,900.00	\$3.63	\$10,900.00	\$3.63
07210	Building Insulation	\$0.00	\$0.00	\$30,700.00	\$10.23	\$30,700.00	\$10.23
07215	Composite Wall Panels	\$0.00	\$0.00	\$12,000.00	\$4.00	\$12,000.00	\$4.00
07300	TPC Glazing, Framing & Accessories	\$0.00	\$0.00	\$123,000.00	\$4.10	\$123,000.00	\$4.10
07310	CurtainWall Finishing	\$0.00	\$0.00	\$71,200.00	\$23.73	\$71,200.00	\$23.73
07315	Finishing	\$0.00	\$0.00	\$1,700.00	\$0.57	\$1,700.00	\$0.57
07320	Joint Systems	\$0.00	\$0.00	\$9,000.00	\$3.00	\$9,000.00	\$3.00
08110	Steel Joist & Frame	\$0.00	\$0.00	\$25,200.00	\$8.40	\$25,200.00	\$8.40
08210	Flash Wood Joist	\$0.00	\$0.00	\$9,700.00	\$3.23	\$9,700.00	\$3.23
08300	Roof Deck	\$0.00	\$0.00	\$3,800.00	\$1.27	\$3,800.00	\$1.27
08310	Coating Deck/Steel Joist	\$0.00	\$0.00	\$1,200.00	\$0.40	\$1,200.00	\$0.40
08410	Aluminum Standoff Windows & Doors	\$0.00	\$0.00	\$21,000.00	\$7.00	\$21,000.00	\$7.00
08415	Asph/Flt Window Doors	\$0.00	\$0.00	\$18,700.00	\$6.23	\$18,700.00	\$6.23
08710	Door Hardware	\$0.00	\$0.00	\$28,700.00	\$9.57	\$28,700.00	\$9.57
08800	Glass & Glazing	\$0.00	\$0.00	\$3,700.00	\$1.23	\$3,700.00	\$1.23
15200	Painting	\$0.00	\$0.00	\$187,500.00	\$6.25	\$187,500.00	\$6.25
16000	Mechanical	\$0.00	\$0.00	\$620,500.00	\$20.68	\$620,500.00	\$20.68
16010	Electrical	\$0.00	\$0.00	\$567,000.00	\$18.90	\$567,000.00	\$18.90
17000	Information Technology	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
SUBTOTAL		\$1,440,000.00	\$4.80	\$3,641,000.00	\$12.14	\$5,081,000.00	\$16.94

get's Development
Navajo Nation
Window Rock, Arizona

Cost per GSF
30000

Project Development
Navajo Nation
Window Rock, Arizona

Cost per GSF 30000
\$21.58
\$8.64
\$17.20
\$78.94
\$247.23
\$0.00
\$252.79
\$12.44
\$288.83

300,000 Gall Water Storage Tank
Booster Pump Assembly w/Flowing
Water Vial and Switch
Electrical Power- Well & Sewer Treatment
Waste Water Treatment System, Upgrade

SUBTOTAL

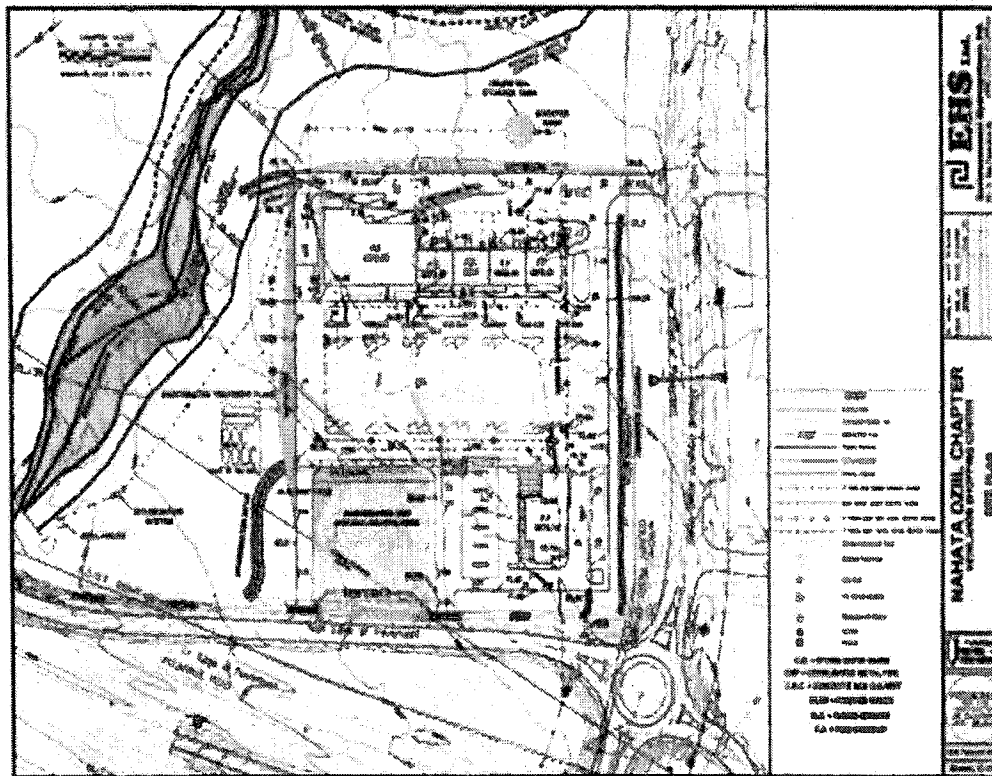
\$330,000.00		\$330,000.00
\$100,000.00		\$100,000.00
\$20,000.00		\$20,000.00
\$45,000.00		\$45,000.00
\$200,000.00		\$200,000.00
\$695,000.00		\$695,000.00
Total w/ Site Infrastructure		\$1,385,000.00

Project Schedule:

Phase III – Building Construction

- | | |
|---------------------------------------|------------|
| ➤ Public advertisement for Contractor | 30 days |
| ➤ Procurement Clearance | 3 weeks |
| ➤ Contractor Agreement (NN Review) | 30–45 days |
| ➤ Pre–Construction Meeting | 1 day |
| ➤ Construction Period | 10 months |
| ➤ Tenant Equipment Installation | 30 days |
| ➤ Shopping Center in Operation | Month 11 |

Phase I – Infrastructure



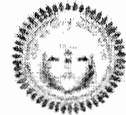
Completed:
Site prep/grading,
water well, wastewater
treatment plant with
conduits and fencing,
leachfield, mainlines
for water and
wastewater system,
culvert/riprap, storm
drainage system;

Navajo Nation Council
Appropriation: \$2m

Market Feasibility Study

Nahata Dziil Shopping Center Feasibility Study

Prepared For:



**The Navajo Nation
Division of Economic Development
Highway 264 - 100 Taylor Road
St. Michaels, Arizona**

Funded By:

**United States Department of Commerce
Economic Development Administration
Seattle, WA 98174**

Economic Development Planning Grant No. 07-84-05038

Prepared by:



**Southwest Planning & Marketing
3600 Cerrillos Road, Suite 107
Santa Fe, NM 87507-2695**

July 2008

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Market Analysis

MARKET ANALYSIS

Market Overview

Market Overview

Southwest Planning & Marketing identified the primary market shopping center to be developed at Mahala Oaks plus the two other and Lorton. These chapters also address all eight to two years added to Mahala Oaks population, provide a total population can potentially be served at the shopping center.

Secondary Market

The Wide Ridge and Oak Springs Chapters, which are in a proximity to Mahala Oaks, were identified as a secondary market population of 2,488 potential customers.

The total potential primary and secondary market sales \$5.61

A Chapter report (see Appendix) revealed that demand for a both market areas for past and all retail goods including special opportunities reported at both markets were for groceries, the hardware, auto, plumbing and electrical services, drug, furniture, and other household merchandise.

The Visitor Market

Projected Future: A Mahala Oaks in Mahala Oaks can be reached in sales units of the proposed shopping center with. Although sales have a high of 800,000 in 1988, numbers of visitors have been up of approximately 400,000 per year through 2007. 4-00 visitors as well as Mahala Oaks will make up a portion of the market for the

MARKET NEEDS AND OPPORTUNITIES FOR NEW BUSINESS

Community members surveyed expressed a need for the retail groceries in the area as well as for more eating outlets, a gas station, automotive parts and repair and access to medical services. Secondary research performed by Southwest Planning & Marketing population, per capita income and spending patterns, as well as the of a major grocery and a family convenience provided support for recommendations regarding types of businesses for the new and Opportunity store 16,000 square foot two-story retail food store and 2,000 square foot medical office 1,500 square foot laundry store, retail 1,500 and 2,000 square feet and a 5,000 square foot store with a drive-through food establishment.

CHART 1	
RECOMMENDED SQUARE FOOTAGE BY BUSINESS TYPE	
MAHALA OAKS SHOPPING CENTER	
Type of Business	Square Feet
Primary Store	16,000
Home Depot Inc. Store	2,000
Medical Office	1,500
Laundry	1,500
Gas	2,000
Drive-Through	5,000
Subtotal	27,000
One Stop/Store	1,500
Total Square Footage	28,500

Source: Southwest Planning & Marketing, 1988

Leakage

Leakage, or the percentage of retail sales spent off of the Mahala Oaks area, was estimated to be approximately 68%, through Mahala Oaks area of Economic Development's Report Services Department, 2008.

Leakage is often higher for retail goods concerning the local economy by rising growth and the opportunity to open up and adjust levels. In small retail areas such as Mahala Oaks and surrounding chapters, where there are few retail establishments, leakage is significantly higher.

Southwest Planning & Marketing examined existing businesses, the community survey results and Chapter, Inc. reports (see Appendix) and determined that the Mahala Oaks area spends approximately 60% locally. This represents 40% leakage to other areas, currently in sales.

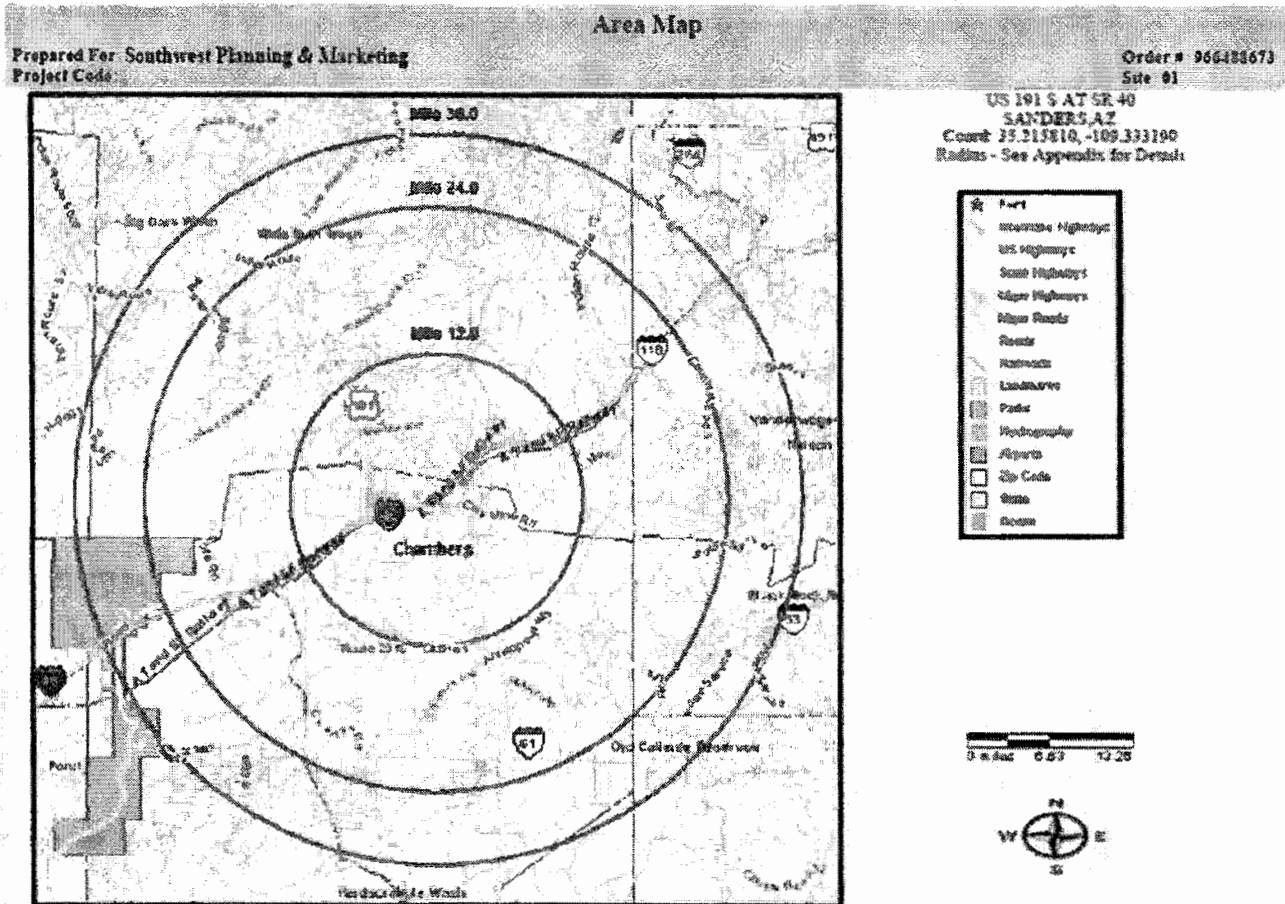
By providing goods and services in the shopping center, Southwest Planning & Marketing believes that local spending will increase by an additional 10% for new retail. Visitors would add an additional thirty-three percent to sales.

For groceries, local spending would increase by an additional 40%. The visitor market may add an additional ten percent.

See Exhibit 7 and 8 below.

Source: Market Feasibility Study

Market Area



Prepared on: April 1, 2008
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Page 1 of 1
Claritas Tech Support: 1 800 366 0711

SiteReports

Market Area/Population

(Source: Census 2000)

Chapter Communities of:

◦ Nahat'a'Dziil	1,452	
◦ Houck	1,529	
◦ Klagetoh	1,037	
◦ Lupton	1,000	
◦ Oak Springs	613	
◦ Wide Ruins	1,325	Total: 6,856
◦ Others:		
Sanders Community, Tourists, I-40 travelers		

SUPPORTING DOCUMENTS

RESOLUTION
OF THE
SENATE, 1982-83
NOV. 10, 1982

THE SENATE HAS PASSED THE FOLLOWING RESOLUTION:

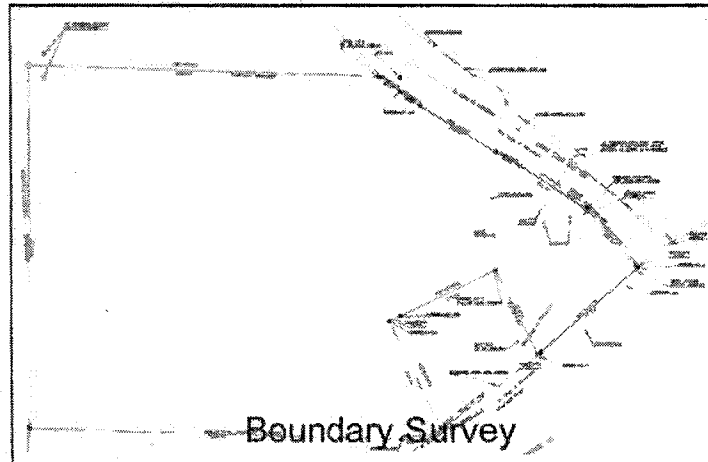
1. The Senate Bill Chapter 1 is the governing body of the Senate.
2. The Senate Bill Chapter 2 is the governing body of the Senate.
3. The Senate Bill Chapter 3 is the governing body of the Senate.
4. The Senate Bill Chapter 4 is the governing body of the Senate.
5. The Senate Bill Chapter 5 is the governing body of the Senate.
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7. The Senate Bill Chapter 7 is the governing body of the Senate.
8. The Senate Bill Chapter 8 is the governing body of the Senate.
9. The Senate Bill Chapter 9 is the governing body of the Senate.
10. The Senate Bill Chapter 10 is the governing body of the Senate.

THE SENATE HAS PASSED THE FOLLOWING RESOLUTION:

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8. The Senate Bill Chapter 8 is the governing body of the Senate.
9. The Senate Bill Chapter 9 is the governing body of the Senate.
10. The Senate Bill Chapter 10 is the governing body of the Senate.

THE SENATE HAS PASSED THE FOLLOWING RESOLUTION:

Chapter Resolution



SECTION	DESCRIPTION	DATE	BY
1. TITLE OF REPORT	Archaeological Clearance	10/10/82	J. J. J.
2. PROJECT NUMBER	100-100-100	10/10/82	J. J. J.
3. PROJECT NAME	Archaeological Clearance	10/10/82	J. J. J.
4. PROJECT LOCATION	100-100-100	10/10/82	J. J. J.
5. PROJECT PURPOSE	Archaeological Clearance	10/10/82	J. J. J.
6. PROJECT STATUS	Archaeological Clearance	10/10/82	J. J. J.
7. PROJECT CONTACT	Archaeological Clearance	10/10/82	J. J. J.
8. PROJECT COMMENTS	Archaeological Clearance	10/10/82	J. J. J.
9. PROJECT SIGNATURE	Archaeological Clearance	10/10/82	J. J. J.
10. PROJECT DATE	Archaeological Clearance	10/10/82	J. J. J.

Archaeological Clearance


SECTION	DESCRIPTION	DATE	BY
1. TITLE OF REPORT	Environmental Assessment	10/10/82	J. J. J.
2. PROJECT NUMBER	100-100-100	10/10/82	J. J. J.
3. PROJECT NAME	Environmental Assessment	10/10/82	J. J. J.
4. PROJECT LOCATION	100-100-100	10/10/82	J. J. J.
5. PROJECT PURPOSE	Environmental Assessment	10/10/82	J. J. J.
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9. PROJECT SIGNATURE	Environmental Assessment	10/10/82	J. J. J.
10. PROJECT DATE	Environmental Assessment	10/10/82	J. J. J.

Environmental Assessment

SECTION	DESCRIPTION	DATE	BY
1. TITLE OF REPORT	Geotechnical Survey	10/10/82	J. J. J.
2. PROJECT NUMBER	100-100-100	10/10/82	J. J. J.
3. PROJECT NAME	Geotechnical Survey	10/10/82	J. J. J.
4. PROJECT LOCATION	100-100-100	10/10/82	J. J. J.
5. PROJECT PURPOSE	Geotechnical Survey	10/10/82	J. J. J.
6. PROJECT STATUS	Geotechnical Survey	10/10/82	J. J. J.
7. PROJECT CONTACT	Geotechnical Survey	10/10/82	J. J. J.
8. PROJECT COMMENTS	Geotechnical Survey	10/10/82	J. J. J.
9. PROJECT SIGNATURE	Geotechnical Survey	10/10/82	J. J. J.
10. PROJECT DATE	Geotechnical Survey	10/10/82	J. J. J.

Geotechnical Survey

Letters of Intent



Bashas'
A. N. John Bashas, Jr.
Vice Chairman of the Board

October 18, 2013

Anthony Perry
Director
Project Development Department
The Navajo Nation
P.O. Box 663
Window Rock, AZ 86515

Re: Nahata David (New Lands) Shopping Center

Dear Mr. Perry:

This letter serves as an indication of Bashas' interest to operate a grocery market in the Lands Shopping Center near Sanders, Arizona. The following are general details that are subject to final approval of the Navajo Nation and agreement in order for Bashas' to enter an agreement with The Navajo Nation.

The premises Bashas' would operate as a grocery market would be the southeast corner site at the northwest corner of State 129 and Interstate 40 known as the Site.

The premises would range from 15,000 to 30,000 square feet.


Bashas' would employ between sixty (60) and seventy-five (75) employees to operate a store.

Bashas' would provide a full service market including but not limited to produce, meat and bakery departments.

This letter is not intended to be contractual in nature and is to be taken only as an expression of intent. The proposed agreement, of course, is subject to final approval of the Navajo Nation and no event will there be any binding agreement until the final form of the lease has been executed by all parties. The parties acknowledge that there are additional material terms and conditions to be negotiated. This letter of intent, under no circumstances, is specifically enforceable by either party.

Sincerely,
A. N. John Bashas, Jr.
Vice Chairman of the Board

Grocery Store



Sandia
EST. 1988

October 18, 2013

Tommy Perry
Director
Project Development
The Navajo Nation
P.O. Box 663
Window Rock, Arizona 86515

RE: New Lands Shopping Center Project - Coin Laundry

Dear Mr. Perry:

This letter serves as our continuing commitment to be a tenant in your Navajo Nation Shopping Center development in Sanders. We would like to operate the coin laundry which is located on the main shopping center building. We would request that you place on the end of the building to make it easier for our customers to bring laundry into the store.

I am sending a copy of this letter to the Nahata David Chapter, so I would like to keep our current operations on the Navajo Nation, as an introduction to the Chapter.


We have been tenants in both the Navajo Plaza and the Pine Hill Shopping Center since 1991. We have a store at the Shopping Center in Pinedale, and we operate the Pine Hill and Indian Marketplace in Window Rock. We purchased the Elite Laundry on the Navajo Nation when Mr. Ray Christensen wanted to retire in 2002. We currently employ approximately 160 people on the Navajo Nation.

We look forward to working with you to make this shopping center a reality.

Sincerely,
Ricky Nelson
President

1616 Beaver Boulevard SE, Sanderson, New Mexico 87113 P.O. Box 12035, Sanderson, New Mexico 87113-0035

Laundromat



Sandia
EST. 1988

October 18, 2013

Tommy Perry
Director
Project Development
The Navajo Nation
P.O. Box 663
Window Rock, Arizona 86515

RE: Nahata David Chapter - New Lands Shopping Center Project

Dear Mr. Perry:

This letter serves as our continuing commitment to be a tenant in your Navajo Nation Shopping Center development in Sanders. We would like to operate a gas station with convenience store and a national brand fast food franchise. We will need approximately two acres to develop.

I am sending a copy of this letter to the Nahata David Chapter, so I would like to keep our current operations on the Navajo Nation, as an introduction to the Chapter.

We have been tenants in both the Navajo Plaza and the Pine Hill Shopping Center since 1991. We have a store at the Shopping Center in Pinedale, and we operate the Pine Hill and Indian Marketplace in Window Rock. We purchased the Elite Laundry on the Navajo Nation when Mr. Ray Christensen wanted to retire in 2002. We currently employ approximately 160 people on the Navajo Nation.

We look forward to working with you to make this shopping center a reality.

Sincerely,
Ricky Nelson
President

Gas Station, C-Store, Fast Food

Shopping Centers

- Based on the need to reduce the Navajo Dollar to off-reservation border towns, Major and Secondary Growth Centers were identified to develop shopping centers with a grocery store as an Anchor Tenant and retail shops.
- The Project Development Department developed the 10 shopping centers throughout the Navajo Nation, yet, the need still exists for our Navajo patrons to have accessible goods and services.

1. Crownpoint Shopping Center
2. Shiprock Shopping Center
3. Pinehill Shopping Center
4. St. Michaels Shopping Center
5. Window Rock Shopping Center Phase I & II
6. Kayenta Shopping Center Phase I & II
7. Tuba City Shopping Center Phase I & II
8. Navajo Pine Shopping Center
9. Pinon Shopping Center
10. Dilkon Shopping Center
11. Ganado Shopping Center
12. Nahata Dził Shopping Center



Navajo Nation Shopping Centers was established to oversee the Operation & Maintenance of the Shopping Centers. The NNSC, Inc. is currently a Navajo Nation Enterprise and continues to provide O&M services to the shopping centers developed by the Navajo Nation. Utility systems developed by the Navajo Nation for commercial projects are also turned over to the Navajo Tribal Utility Authority for Operation & Maintenance.

JOBS TYPES:

Construction Jobs: 50

Superintendent, Foreman, Heavy equipment operators, steel workers, welders, masons, concrete finishers, roofers, electricians, plumbers, tile workers, drywall installers, glaziers, etc.

Shopping Center Permanent Jobs: 100+

Manager, Department Managers, stockers, cooks, bakers, butchers, clerks, cashiers, etc.

Others:

Suppliers, truck drivers, maintenance

Completed Tasks:

- ✓ Market Feasibility Study;
- ✓ Boundary Survey, Topographical Survey;
- ✓ Archaeological Clearance;
- ✓ Environmental Assessment with Finding of No Significant Impact (FONSI);
- ✓ Geotechnical Engineering Study
- ✓ Infrastructure Study;
- ✓ Traffic Study;
- ✓ Appraisal Report;
- ✓ Navajo Nation Council \$2M appropriation for Infrastructure/Site Development;
- ✓ Tenants Commitments;
- ✓ Design for Gas Station/Conv. Store, Fast Food.

PROJECT TEAM:

Architectural and Engineering Services:

- ▶ D. Sloan Architects, PC, of Albuquerque, New Mexico. Building design and specifications and construction management.

Project Coordinator:

- ▶ Navajo Nation
Project Development Department
Division of Economic Development

Local Governance: Nahat'a'Dziil Local Government

THANK YOU FOR SUPPORTING NAVAJO NATION ECONOMIC DEVELOPMENT!

For Information Contact:
Project Development Department
Division of Economic Development
Navajo Nation
(928) 871-6504