

Business Engagement and Compliance

Jennifer Toth Appointed to Lead ADOT

Governor Katie Hobbs appointed Jennifer Toth as the incoming director of the Arizona Department of Transportation, as part of her first slate of cabinet appointees since taking office on Jan. 2, 2023.

Toth has 25 years of experience in public works. She recently was the director for the Maricopa County Department of Transportation as well as the Maricopa County Engineer. She previously served as State Engineer

and deputy director of the Arizona Department of Transportation. She has also worked in the private sector as a transportation consultant. Toth holds a bachelor's and master of science degrees in civil engineering.

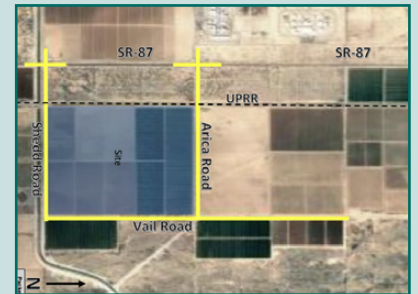
Current ADOT Director John S. Halikowski will retire from his position after nearly 14 years of service. Former Governor Jan Brewer appointed Halikowski to the director's position in 2009, and he continued to serve through both terms of former Governor Doug Ducey. •



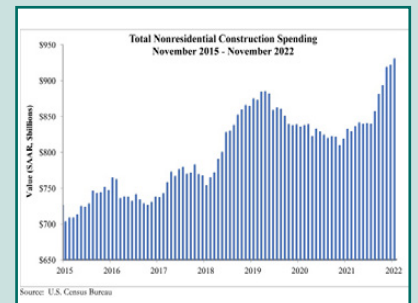
Jennifer Toth. Credit: Office of the Governor Katie Hobbs



Kick Off 2023 With a Marketing Audit:
The more you know, the better you do



Coolidge Approves Road Improvement Agreement Near P&G Plant



Nonresidential Construction Spending Up 0.9% in November

- ▶ **EVENTS**
- ▶ **OPPORTUNITIES**
- ▶ **EXTERNAL LINKS**



NEWLY CERTIFIED DBE FIRMS:

- Aspen Communications LLC
- IEA Inc
- KAE Inc
- Kreo Solutions LLC



The more you know, the better you do

Kick Off 2023 With a Marketing Audit

Audits can strike fear in the heart of most business owners. Inspection. Scrutiny. Examination.

While it can feel very vulnerable to tear back the veil and take a deep look at your company's marketing efforts, taking a close look might uncover areas that are inefficient or ineffective. No business owner wants to learn that what they are doing is not for the benefit of their company, clients, or employees.

What is a marketing audit? According to the compose.ly, "a marketing audit is the process of examining your marketing department for strengths and flaws with the ultimate goal to improve.... Savvy marketers keep an eye on their marketing operations and goals."

The beginning of the new year does not mean that it is the only time to audit your marketing program. It is a good time to pinpoint your location so you make better choices throughout the

rest of the year. Go ahead and spend the next 30 days to review your marketing initiatives.

Here are three areas to examine:

1. Process. This focus verifies that your processes are working effectively. For example:

- a. How long does it take for your team to respond to phone inquiries on project opportunities?
- b. What is the process for a Request for Proposal to be determined a "go" after it is received? How long does it take? Who makes the decision to pursue a project?
- c. What is the process for reviewing proposals and bids? Who is responsible? Is there a backup person, in case the primary decision-maker is not available when the deadline is fast-approaching?

d. What equipment, materials, or people are required to produce marketing proposals, collateral, digital marketing products, etc.?

e. Do you have written procedures and standards for your marketing efforts? Are your marketing team members adequately trained and knowledgeable about their responsibilities?

2. Product. This analysis is to evaluate the quality and effectiveness of your marketing products, such as:

- a. Are your proposals successful, as evident in a project win or shortlist? Do they regularly get in the top five proposals submitted? Do you conduct debriefs to get feedback from clients, and then incorporate suggestions that improve the quality of documents.



Kick Off 2023 With a Marketing Audit

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- b. What is your interview win rate? Do you conduct debriefs, win or lose? Do you receive the feedback as constructive and adjust for better scores in the future?
- c. Are your brochures, statements of qualification and other printed pieces high quality? Do you get an outsider's feedback on design and apply suggestions to improve the pieces?
- d. Are your printed pieces free from typos and are they easy to read?
- e. Does your digital marketing reflect the personality and voice of the company? Do you post regularly? Do you review analytics and adjust accordingly?
- f. Is your website current, with quality images and compelling content?

3. System. This aspect reviews how your marketing conforms to your company policies, contract commitments and regulatory requirements, such as

- a. Are your proposals compliant so you are not disqualified for irregularities?
- b. Are your marketing pieces aligned with your operational "promises," such as being on time, within budget, and meeting

quality standards? Do you exaggerate project information in your marketing messages?

- c. Is your content "we" focused instead of "you" focused, especially when you say one of your differentiators is client service?
- d. Do your team members work well together to meet marketing deadlines, especially if you use collaboration as one of your operational strengths?
- e. Do you have a method to capture project and client information, such as a Client Relationship Management (CRM) system or database? Or, if you have a spreadsheet to capture critical information, is it current and reliable?

You can see that an audit will uncover marketing areas that are strong, and others that are weak. Good marketing is not just being seen, it is also on target with your company's image, and its quality is measured by wins and analytics. Good business owners constantly look for ways to improve their work, so they value client feedback and consultant insights.

January 2023 is a great time to evaluate your marketing program to make better decisions throughout the year, so December 2023 is truly a month for celebration!•

Coolidge City Council Approves Road Improvement Agreement Near P&G Plant

The Coolidge City Council has approved a Public Roadway Construction and Participation Agreement with Pinal County for roadway improvements near the future site of Procter & Gamble's plant in the Inland Port Arizona master site.

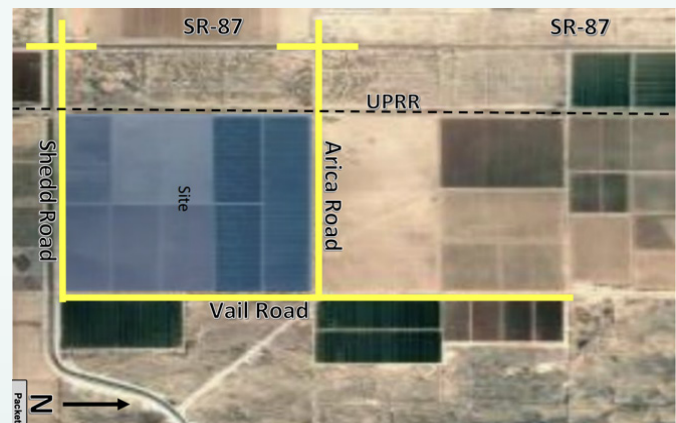
Coolidge will now be responsible for a minimum of \$7 million in improvements around the planned site. Under the incentive agreement with P&G, the city will complete four miles of roadway and railroad crossing improvements. Pinal County has pledged at least \$2 million toward the project.

Planned components include adding two lanes on Vail Road between Hanna and Shedd

roads, on Arica Road between State Route 87 and Vail Road, and on Shedd Road from SR 87 to Vail Road. Turn lanes will be added to intersections between Vail and Shedd, Vail and Arica, SR 87 and Arica, and SR 87 and Shedd.

The two railroad crossings on Shedd and Arica will get new gate arms and traffic controls, and utilities that conflict with the planned improvements will be moved.

Coolidge officials plan to seek funding help from the Arizona Department of Transportation for the SR 87 components, but no agreement is in place yet.



If Coolidge is unable to fund its portion of the agreement, Pinal has agreed to fund the city's portion of SR 87 improvements and then seek reimbursement from Coolidge.

The improvements will not be put in place until most of Procter and Gamble's plant is complete, so cost estimates have not been finalized. Construction is not expected until late 2023 or some point in 2024. ([Source](#))

Credit: PinalCentral

Nonresidential Construction Spending Up 0.9% in November

By Associated Builders and Contractors

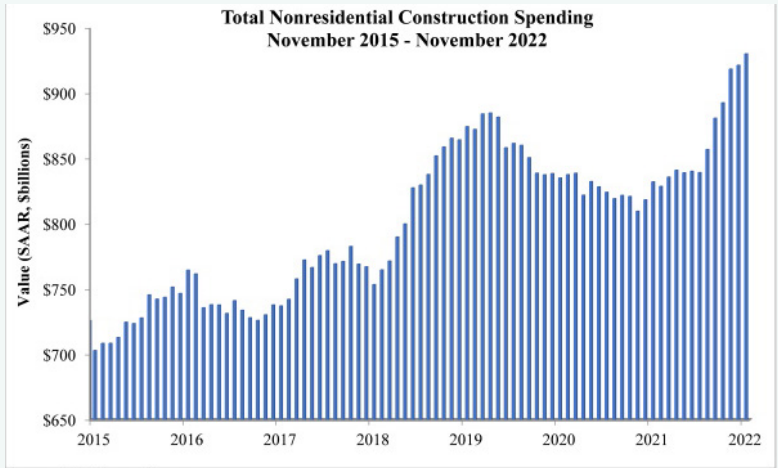
National nonresidential construction spending grew 0.9% in November, according to an Associated Builders and Contractors analysis of data published by the U.S. Census Bureau. On a seasonally adjusted annualized basis, nonresidential spending totaled \$930.1 billion for the month.

Spending was up on a monthly basis in nine of the 16 nonresidential subcategories. Private nonresidential spending was up 1.7%, while public nonresidential construction spending was down 0.1% in November.

“The average nonresidential contractor starts 2023 with considerable backlog,” said ABC Chief Economist Anirban Basu. “Not coincidentally, contractors also have significant confidence regarding current year

prospects, according to ABC’s Construction Confidence Index, which indicates expectations for growth in sales and employment with margins remaining stable.

“November’s construction spending report suggests that this confidence is warranted,” said Basu. “However, there are countervailing considerations. First, growth in nonresidential construction spending in November was not especially broad. Much of the growth came from the manufacturing category, which is partially attributable to construction related to large-scale chip manufacturing facilities. The balance of growth came mostly from conservation and development, which includes flood control expenditures. Were it not for those two categories,



Source: U.S. Census Bureau

nonresidential construction spending would have been roughly flat in November.

“Second, backlog could dry up,” said Basu. “Anecdotal evidence suggests that banks are more cautious in their lending to the commercial real estate and multifamily segments. Fears

of recession this year remain pervasive in an environment characterized by high and rising interest rates. It will be interesting to see how well backlog will hold up as contractors continue to build and the economy heads toward what is likely to be a Federal Reserve-induced recession.” ([Source](#))



Business Engagement and Compliance



****ATTENTION TO ALL FIRMS****

Need help preparing DBE affidavits?

Please see our tutorial video below:

["Preparing DBE Affidavits"](#)



JANUARY

- 16** REIAC: Annual Fireside Chat featuring Charley Freericks
3:30-6:30 p.m.
Location: Paradise Valley Country Club
7101 N. Tatum Blvd., Paradise Valley, AZ
- 18** AAED: Arizona Economic Development Updates
11:30 a.m.
Location: DoubleTree by Hilton at Reid Park, 445 S. Alvernon Way, Tucson
- 18** APWA: Topgolf Tournament and Fundraiser
4:45-8 p.m.
Location: Top Golf, 4050 W. Costco Dr., Tucson
- 19** AAED: Afternoon Blend
4 p.m.
Location: Olsson, 7878 N. 16th St., Phoenix
- 19** IFMA PHX: Roadmap to Success - New Member Orientation
2:30-4 p.m.
Location: 6991 E. Camelback Road, Ste. C-151, Scottsdale
- 24** AZCREW: Foreign Direct Investment Update
11:30 a.m.-1 p.m.
Location: Kitchell
1707 E. Highland Ave., Phoenix
- 24** ABA: Construction Trends and Outlook Recession or Resurgence
Noon-1 p.m.
Location: Magestic Neighborgood Cinema Grill, 1140 E. Baseline Road, Tempe
- 26** 2023 IREM/CCIM Economic Forecast
7 a.m.-Noon
Location: Arizona Biltmore, 2400 E. Missouri Ave., Phoenix
- 31** ABA: Creating Value with your Benefits Program How to Gain a Competitive Edge in the Talent War
11:30 a.m.-1:30 p.m.
Location: 2552 W. Erie St., Ste. 106, Tempe

Featured Federal-Aid Projects

CURRENT OPEN SOLICITATIONS

Due Date	Project Valuation	DBE Goal	Solicitation / Project Number	Type	Project Owner and Description	Contact
1/20/23 11 a.m. MST	\$36 million	12.18%	093-B(219)T; F038701C	IFB	ADOT - Pavement rehabilitation, US 93: N of Nothing to S of State Route 97. The work consists of milling and filling the existing asphaltic concrete of roadway mainline, shoulders, ramps and milled asphalt concrete treatment at designated unpaved crossovers.	Iqbal Hossain, Group Manager of Contracts & Specifications, at ihossain@azdot.gov
1/20/23 11 a.m. MST	\$1.2 million	4.11%	191-C(224)T; F046301C	IFB	ADOT - Safford to Springerville Highway (US 91) Rose Peak emergency relief, Greenlee County. The work consists of repairing the eroded embankment, constructing embankment protection, replacing damaged pavement, drainage improvements, pavement marking, signing and other related work.	Iqbal Hossain, Group Manager of Contracts & Specifications, at ihossain@azdot.gov
1/20/23 11 a.m. MST	\$3 million	6.68%	386-A(200)T; F053901C	IFB	ADOT - State Route 386: Kitt Peak Hwy, Pima County. The work consists of replacing guardrail, guardrail end terminals, and other related work.	Contact: Iqbal Hossain, Group Manager of Contracts & Specifications, at ihossain@azdot.gov

External Links:

[ADOT Current Advertisements](#)
[ADOT Advertised Alternative Delivery Projects](#)
[ADOT Engineering Advertisements](#)
[Bidding Opportunities Around the State](#)
[ADOT Public-Private Partnership Initiatives](#)

DBE SUPPORTIVE SERVICES PROGRAM

1801 W. Jefferson St., Suite 101, Phoenix AZ

602.712.7761

DBESupportiveServices@azdot.gov



I-17, ANTHEM WAY TO JCT. SR 69 (CORDES JUNCTION)

OUR TEAM

The Kiewit-Fann Joint Venture (KFJV) is a strategic partnership between two trusted Arizona firms that have extensive experience working in rural environments, delivering highway projects. KFJV team members have an extensive history together on successful design-build and CMAR projects and have long-standing relationships with ADOT, local jurisdictions, and the community.

POTENTIAL SUBCONTRACT OPPORTUNITIES

KFJV is assembling a team to pursue the I-17 Anthem Way project. We are seeking diverse and local firms interested in professional services and construction subcontract opportunities. Scopes of work include, but not limited to:

- Construction Water
- GGL Pile Testing
- Utilities
- Permanent Barrier
- PVC / HDPE Pipe Materials
- STS Drill Bits
- Light Plants
- Deep Foundations Drill Shafts
- Tieback / Rock Anchors Shoring
- Fence and Handrail
- Powerline Install and ROW
- Sign Drilled Shafts
- Potholing
- Sound wall footing
- Furnish & Install Precast Girders
- Bearing Pad Testing
- Traffic Control

TAKE THE FIRST STEPS

Head to <https://www.kiewit.com/business-with-us/opportunities/i-17-anthem-way-project/> to complete the Subcontractor Questionnaire and create an account with Building Connected.

STAY CONNECTED

For additional information and future event dates, visit our website at: <https://www.kiewit.com/business-with-us/dbe-opportunities/i-17-anthem-way-project>

DBE participation goal established for this project:

10.16%
for Professional Services

10.88%
for Construction Work

QUESTIONS? CONTACT US!

Contact us to learn about anticipated subcontract opportunities on the I-17 Anthem Way project at Flex.Outreach@kiewit.com.

KFJV is committed to meeting or exceeding stated project participation requirements upon award of ongoing and upcoming Arizona Department of Transportation projects; assisting interested DBEs in obtaining bonding, lines of credit or insurance; providing interested DBEs information related to the plans, specifications and requirements for work to be subcontracted or supplied by these DBEs; assisting interested DBEs in obtaining necessary equipment, supplies, materials or related assistance or services; sub-dividing bid items into economically feasible work units to DBEs every advantage to quoting the project.

KFJV is an Equal Opportunity Employer.