

## Business Engagement and Compliance

### Report Shows Strength, Challenges in Phoenix Construction

A recently released report from LGE Design Build shows metro Phoenix continues to maintain its status as a national construction and development leader, even though the market is as affected by national trends and economic conditions as any other.

From its Fourth Quarter 2023 to its First Quarter 2024, Construction Delivery Outlook, LGE reports Phoenix has officially become a rising tech hub. Vice President of Preconstruction Blake Wells writes in the introduction, "The growth of the semiconductor industry in Phoenix reflects a pivotal role for technology without direct reference to national initiatives."

Discussing core market demand, the report credits Phoenix's ability to attract major new tech and advanced manufacturing development to its climate of comparatively low utility costs, a traditionally business-friendly environment and business-palatable regulatory measures, along relatively stable weather and a low likelihood for natural disasters.

Looking at the various market segments LGE focuses on, the report's examination of the Phoenix industrial market says, "Phoenix secured the top spot with a 3% gain in occupied space, attributed to its expanding consumer base and accessibility to trade points. Despite the national trends of an overall slowdown in demand, Phoenix's strategic location and demographics contributed to the delivery of 16.5 million square feet of buildings during the third quarter of 2023."

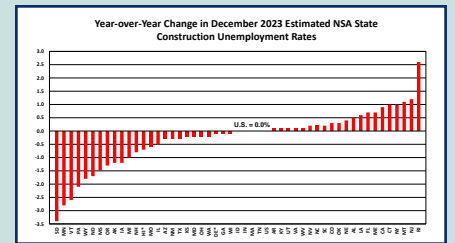
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### 6 Steps to Develop a Guerrilla Marketing Campaign



### Yuma Authorizes Transportation Master Plan Study



### Half of States Saw YoY Construction Unemployment Rates Drop in Dec.



## NEWLY CERTIFIED DBE FIRMS

- AmeTrade Inc.
- r6catalyst LLC
- Top Gun Realty LLC
- vCloud Tech LLC

- ▶ EVENTS
- ▶ OPPORTUNITIES
- ▶ EXTERNAL LINKS

### Report Shows Strength, Challenges in Phoenix Construction (Cont'd)

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Looking at office space, Phoenix shares the current downturn and uncertainty experienced by the rest of the country arising from ongoing economic doldrums, persistent inflation and high interest rates. Still, the report says, an appetite remains for Class-A and so-called “trophy” office space as part of the “drive to quality” many companies are incorporating into their efforts to bring workers back on-site and away from remote work.

The report praises the Arizona construction labor market even though the state has a significant backlog and discrepancy between projects planned and those underway, and construction as an employment sector still lags far behind its pre-Great Recession peak. “There were over 900 construction jobs added in the Phoenix metro area in November for a total of 161,400 according to the Arizona Office of Economic Opportunity. The state has fostered partnerships, training programs, and initiatives like the Voluntary Protection Programs to enhance workplace safety, apprenticeship opportunities, and overall workforce development, contributing to Arizona’s robust construction talent pipeline.”

The market difficulties faced by Arizona, in general, and Phoenix in particular are the same ones faced by the rest of the country. While supply chain disruptions have eased significantly, there are shortages of skilled professionals across the entire supply chain that will require “a combined effort of people and technology to rebuild and strengthen...”

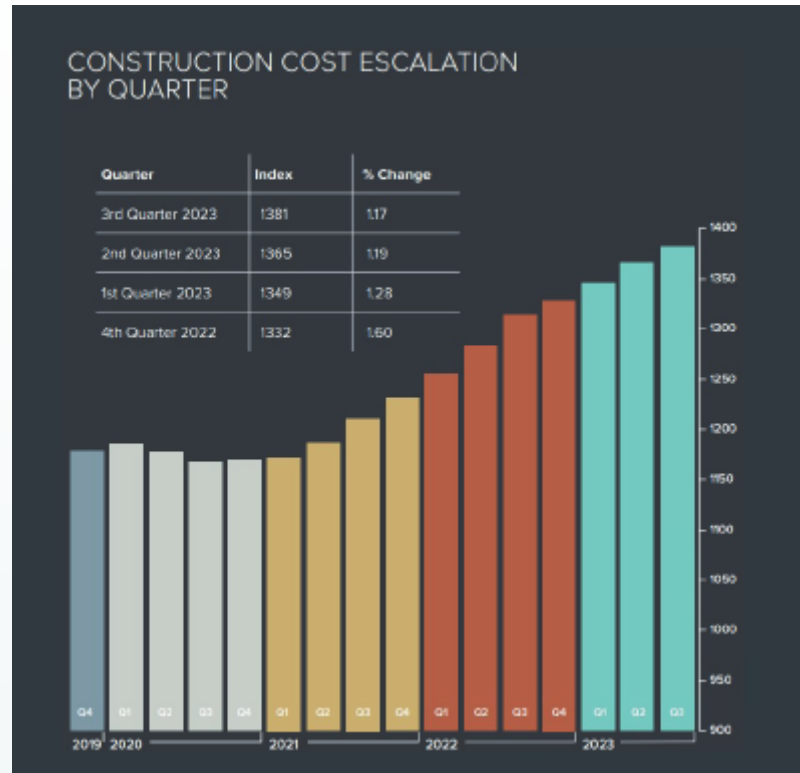
Particular pain points include HVAC units and electrical components.

Materials costs remain another challenge. While cost escalation has largely slowed across materials types, costs remain elevated over their pre-pandemic rates. While most material prices have fallen from their peaks, concrete has continued to experience increases, and gypsum has remained consistently high since its initial peak in early Third Quarter 2022.

On the design side, challenges both locally and nationally include increased strain on municipalities to complete entitlements and permit reviews in a timely manner, leading to drawn out timelines.

Adding to that pressure is an increase in expected design standards, particularly for industrial projects. The report notes design review boards are now insisting industrial developments more closely resemble high-end office aesthetics, including mandating multiple materials and textures, taller parapets, enhanced landscaping and increased glazing.

The complete LGE report is available (login required) [here](#).



## A Focused Campaign can Jump-start Lagging Revenue

### 6 Steps to Develop a Guerrilla Marketing Campaign

Downturns happen. Unexpected disruptions distract the usual operational flow. Seasons interrupt steady revenue streams.

Small business owners experience the ups and downs of cycles and circumstances; most situations are short-term and recoverable. Having a plan to spark sales when the going gets tough is essential. A guerrilla marketing campaign is an excellent choice to kick-start sales with existing and prospective clients.

Here are five essential steps to create a successful guerrilla marketing campaign for a struggling small business:

#### 1. Define Your Target Audience

The first step in creating a guerrilla marketing campaign is identifying and understanding your target audience. You probably know existing ones and understand what has happened for sales to lag. Consider their proximity to your location, demographics and specific needs or challenges they face. Once you hone in on the existing clients you want to re-attract, consider prospects that need to be made aware of your offering. Make sure you analyze your audience closely so you can tailor your messaging and marketing strategies to resonate with them more effectively. Understanding your target is crucial for an entrepreneur wearing their guerrilla gear.

#### 2. Set Clear Objectives and Goals

Before launching a guerrilla marketing campaign, setting clear, measurable objectives and goals is essential. What do you want to achieve with your campaign? You can quickly increase sales, expand brand awareness or generate leads. Having specific targets will help you measure the success of your campaign and make necessary adjustments. Ensure your goals are SMART: Specific, Measurable, Achievable, Relevant and Time-bound. Guerrilla entrepreneurs lock in on what they want to accomplish.

#### 3. Develop a Compelling Message

Your message is at the heart of your guerrilla marketing campaign. It should clearly communicate what makes your business stand out and why potential clients should choose you over competitors. Highlight your expertise, past projects and differentiators, such as sustainable building practices or innovative design solutions. Remember that clarity wins and confusion loses. Your message should be consistent across all marketing materials and channels to build brand recognition. Guerrilla marketing involves removing the excess and carrying only the essentials needed to survive.

#### 4. Choose the Right Marketing Channels

Selecting the appropriate channels to reach your target audience is critical. Start by brainstorming where your existing and prospective clients seek information and resources. A mix of online and offline marketing strategies works best. Consider leveraging social media platforms like Instagram, Facebook, and LinkedIn to share your campaign messaging. Update your website with a catchy campaign message and launch a well-honed email sales campaign to your existing clients. Who are media contacts that can help you spread your guerrilla campaign message? Consider this element, the guerrilla's logistics plan and how you will hit your target.

#### 5. Launch the Campaign

Keep the plan simple. Stay focused on the Why and then the Who, What, When, Where and How. Finally, it is go time!

#### 6. Monitor and Adjust Your Campaign

Lastly, it is essential to continuously monitor the performance of your guerrilla marketing campaign and adjust as needed. You have established how you will measure success, which is most likely a revenue increase. Gather feedback from clients to find out how they heard about your campaign, so you know that your message and medium are hitting the mark.

By following these six steps, small businesses can create effective guerrilla marketing campaigns that drive revenue and build a strong, recognizable brand. When business cycles disrupt your steady revenue stream, plan well and use a guerrilla marketing campaign to adjust to challenges.



### Yuma Authorizes Transportation Master Plan Study

The city of Yuma has authorized more than \$420,000 for an Integrated Multimodal Transportation Master Plan to identify transportation needs and guide future transportation system development.

Funding comes from the city road tax and money left over from a street project that came in under budget.

Cities are required to update their master transportation plans every 10 years. The planning process will include public input from open houses, surveys and city council work sessions.

Targets under the process will include identifying what roads should be classed as arterials, collectors, and major arterials and collectors. The plan also will consider where Yuma needs more infrastructure and capacity improvements. The overall goal is to improve traffic flows citywide and minimize congestion.

The final plan will update the 2014 plan and subsequent supplements and will include elements from several other efforts, including the Yuma general plan and several program-specific transportation component plans.

Kimley-Horn & Associates was selected to develop the new Integrated Multimodal Transportation Master Plan. Development is expected to take approximately 15 months, and the plan is expected to be presented to the City Council for adoption in May of next year. ([Source](#)) (login required)



### Half of States Saw YoY Construction Unemployment Rates Drop in Dec.

The not seasonally adjusted national construction unemployment rate at 4.4% was unchanged in December 2023 from the previous year, according to a [state-by-state analysis](#) of U.S. Bureau of Labor Statistics data released by Associated Builders and Contractors (ABC). The analysis also found that 25 states had lower unemployment rates over the same period, four were unchanged and 21 states were higher.

National Not Seasonally Adjusted (NSA) payroll construction employment was 230,000 higher than in December 2022. Starting in February 2022 through December 2023, seasonally adjusted construction employment exceeded its pre-pandemic peak of 7.6 million.

In December 2023, 31 states had lower construction unemployment rates compared to December 2019, three states' rates (Missouri, Oklahoma and Oregon) were unchanged and 16 states had higher rates.

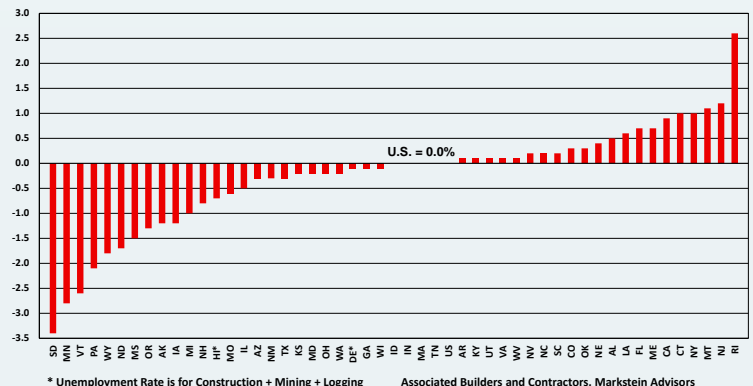
“Continued high interest rates have been a drag on plans for new construction,” said Bernard Markstein, president and chief economist of Markstein Advisors, who conducted the analysis for ABC. “However, industry employment remains healthy, as builders work on their backlog of projects and employers fill some of their advertised positions. Nonresidential construction activity and employment is benefiting from federal funding and tax incentives for manufacturers, as well as funding for state and local infrastructure projects.”

#### Recent Month-to-Month Fluctuations

National and state unemployment rates are best evaluated on a year-over-year basis because these industry-specific rates are not seasonally adjusted. However, due to the shifting effects on the economy from high interest rates, energy price fluctuations and other national and international developments, month-to-month comparisons offer insight into the variable economic environment impact from these factors on construction employment.

In December 2023, 32 states had lower estimated construction unemployment rates than in November, 17 states had higher rates and one (Maryland) had the same rate. ([Source](#))

Year-over-Year Change in December 2023 Estimated NSA State Construction Unemployment Rates



### Business Engagement and Compliance

- ADOT/BECO
- Other Associations

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

Need help preparing DBE affidavits?  
Please see our tutorial video below:

["Preparing DBE Affidavits"](#)



## FEBRUARY

- 24** **AZ Water Association: Run for World Water 5k - 2024**  
7 - 10 a.m.  
Location: Arizona Falls  
5802 E. Indian School Road, Phoenix
- 27** **AGC Webinar: How Contractors are Tackling Workforce Challenges with a Whole-of-Firm Approach**  
2 - 3 p.m.  
Location: Virtual
- 28** **ABA: Membership Dinner Tucson**  
5:30 - 8 p.m.  
Location: Savoy Opera House  
6541 E. Tanque Verde Road, Tucson
- 29** **BISNOW: Phoenix 2024 Kickoff Schmooze**  
5:30 - 8 p.m.  
Location: Kaizen PHX  
515 E. Grant St., Ste. 100, Phoenix
- 29** **ASU: Forum for the Advancement of Women in Construction**  
4 - 6:30 p.m.  
Location: College Avenue Commons  
660 S. College Ave., Tempe

## MARCH

- 1** **ASA 101: Learn What ASA Has to Offer**  
10 - 10:45 a.m.  
Location: Virtual
- 5** **ULI AZ: 19th Annual Trends Day**  
7 a.m. - 5 p.m.  
Location: JW Marriott Desert Ridge Resort and Spa  
5350 E. Marriott Dr., Phoenix
- 5** **Lunch and Learn: DBE Certification with ADOT**  
12 - 1:30 p.m.  
Location: Virtual

## Featured Federal-Aid Projects

### CURRENT OPEN SOLICITATIONS

Due Date	Project Valuation	DBE Goal	Solicitation / Project Number	Type	Project Owner and Description	Contact
2/23/24 11:00 a.m. MST	\$160.2 million	8.36%	040-A(212)S; H799301C	<a href="#">IFB</a>	ADOT - <b>New System Interchange, Topock to Kingman Highway (I-40)</b> . The work consists of new system interchange to provide free flow, grade separated ramps to widen and rehabilitate multiple roads.	Iqbal Hossain, Deputy Director of the Multimodal Planning Division, at <a href="mailto:ihossain@azdot.gov">ihossain@azdot.gov</a> .
3/8/24 11:00 a.m. MST	\$945,000	6.79%	T024601C; NOG-0(210)T	<a href="#">IFB</a>	ADOT - <b>Construct Multi-Use Pathway, from Frank Reed Road to Nogales H.S. on Grand Ave., Nogales</b> . The work consists of an asphaltic concrete multi-use pathway, concrete sidewalks, retaining wall and other related work.	Iqbal Hossain, Deputy Director of the Multimodal Planning Division, at <a href="mailto:ihossain@azdot.gov">ihossain@azdot.gov</a> .
3/15/24 11:00 a.m. MST	\$33.75 million	4.88%	F034201C; 040-A(382)T	<a href="#">IFB</a>	ADOT - <b>Pavement Rehabilitation, Needle Mountain TI to Lake Havasu TI from Topock to Kingman Highway</b> . The work consists of mill and replace asphalt concrete at main-lines, shoulders, ramps and cross road.	Iqbal Hossain, Deputy Director of the Multimodal Planning Division, at <a href="mailto:ihossain@azdot.gov">ihossain@azdot.gov</a> .

### External Links:

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

### DBE SUPPORTIVE SERVICES PROGRAM

1801 W. Jefferson St., Ste. 101, Phoenix AZ  
602.712.7761  
[DBESupportiveServices@azdot.gov](mailto:DBESupportiveServices@azdot.gov)

# Q1 2024 ADOT DBE TASK FORCE MEETING

## Preparing to Prime

How to Prequalify as a Prime with ADOT or as a Subcontractor with Prime General Contractors



Is your business ready to take the next step and become a prime contractor for ADOT?

If your long-range goal is to take your business from being a subcontractor to pursuing prime contractor opportunities with ADOT, you should attend this meeting!

**REGISTER NOW**

**Feb. 28, 2024 • Virtual • 9 - 10:30 a.m.**

# ADOT

AMERICA'S  
**SBDC**  
ARIZONA

CALLING ALL  
RURAL ARIZONA  
SMALL BUSINESSES

## LUNCH & LEARN: DBE CERTIFICATION WITH ADOT

Grab your lunch and join us for an informative webinar with the Arizona Department of Transportation (ADOT). ADOT representatives will explain the benefits to DBE certification, walk you through the application process, eligibility criteria, required documentation, and best practices for a successful certification application.

Tuesday, March 5, 2024 • 12 PM - 1:30 PM  
LIVE WEBINAR

**REGISTER NOW**

<http://tinyurl.com/MCCSBDC-Webinar-AZDOT-DBE>

For more info, contact: Jeanette Pigeon  
[jpigeon@mohave.edu](mailto:jpigeon@mohave.edu)



# ADOT

DBE Supportive Services

# Business Development Program

ARE YOU READY TO TAKE THE NEXT STEP?

The ADOT Business Development Program (BDP) provides a high-quality education and interaction with subject matter experts. From coaching & mentoring to practical tools and *more* - all to help **YOU** grow your knowledge and business!

Questions?

Contact [DBESupportiveServices@azdot.gov](mailto:DBESupportiveServices@azdot.gov)



CLICK HERE TO FILL  
OUT THE FORMS AND

# Enroll Today!

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



## PROJECT OWNER

Arizona Department of Transportation

## PROJECT NAME

I-17, Anthem Way TI to Jct. SR 69  
(Cordes Junction)

Phoenix – Cordes Junction Highway

Public-Private Partnership  
Design-Build-Operate-Maintain  
Agreement

## PROJECT NUMBER

17 MA 229 H6800 01C / NHPP-017-  
A(228)S

DBE participation goal  
established for this project:

**10.16%**  
for Professional Services

**10.88%**  
for Construction Work

## 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 seeking diverse and local firms interested in pursuing multiple scopes of work on the I-17 Anthem Way project. The following scopes are open for solicitation:

- Buy PVC & CIP Wall Embeds
- De-lead Existing Bridge Bearings
- Handrail
- Bridge Deck Grooving
- Nursery Stock Trees
- Rock Bolt Walls
- Install Rock Anchors/Shotcrete
- Remove Ground Mounted Signs
- Routine Maintenance - Damaged Sign F&I
- Weld Bearing Replacements
- Slipform & CIP Concrete Barrier
- Flatwork

**Attachments:** Wage Decision No. AZ20210008 Mod No. 0 - Dated 01/01/2021

## 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, or for additional information and future event dates.

## QUESTIONS? CONTACT US!

Contact us to learn about anticipated subcontract opportunities on the I-17 Anthem Way project at [Flex.Outreach@kiewit.com](mailto: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.*