

Business Engagement and Compliance

ADOT Seeks Input on Highway Safety Plan Update

The Arizona Department of Transportation (ADOT) is updating its Strategic Highway Safety Plan and creating the state's first Active Transportation Safety Action Plan and is asking for the public's input on safety concerns and priorities to help develop the plans.

Federal regulations require each state to have a Strategic Highway Safety Plan for reducing fatalities and serious injuries on public roadways and to update that plan every five years. ADOT leads development of this plan in partnership with local, state, federal and other stakeholders so that all highway safety programs can leverage resources and work together effectively to enhance safety.

The Strategic Highway Safety Plan establishes a statewide vision and strategies for improving safety, with a goal of reducing life-altering crashes by 20% by 2030. The plan is based on the U.S. Department of Transportation's [Safe System Approach](#), which looks at all factors affecting safety and emphasizes a shared responsibility for improving safety on roadways.

Meanwhile, ADOT and its partners are developing Arizona's first Active Transportation Safety Action Plan to address a rise in pedestrian and bicyclist fatalities in Arizona, the vast majority of which occur on local roadways. This plan will recommend location-specific projects to improve safety for pedestrians and bicyclists where they interact with the state highway system.

Information on both efforts is available at adotsafetyplan.com.

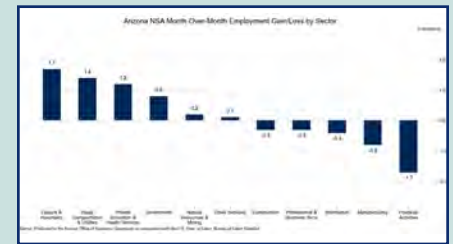


NEWLY CERTIFIED DBE FIRMS

- Aimee Staats DBA Dakota Consulting
- **Bolima Drafting & Design Inc.**
- **QUE Technology Group Inc.**
- **ZProCis Solutions Inc.**



Balance the Mix: The Art of Client Composition



Arizona Construction Lost 300 Jobs in March



ADOT, FHWA Propose Renewed Approval Agreement



DBE Spotlight: Skunky's Junk Removal

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

ADOT Seeks Input on Highway Safety Plan Update (Cont'd)

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ADOT is holding public meetings to provide an overview of the plans and offer the opportunity for public input on safety concerns and priorities. The meetings will be held:

Flagstaff

5:30 - 7 p.m., Thursday, May 2

Flagstaff Aquaplex

1702 N. Fourth St.

Tucson

5:30 - 7 p.m., Tuesday, May 7

Ramada by Wyndham

777 W. Cushing St.

Virtual

6 p.m. Thursday, May 9

Registration link: <https://bit.ly/ADOTSafetyMeeting>

You also can provide input through Friday, May 17, in these ways:

- Complete an online survey at: adotsafetyplan.com
- Email: ngbecerra@azdot.gov
- Call the bilingual phone line: 855.712.8530
- Mail: ADOT SHSP & ATSAP; 1655 W. Jackson St.; MD 126F; Phoenix, AZ 85007

For more information, please visit azdot.gov/SafetyPlan.
([Source](#))



What is in Your Bucket?

Balance the Mix: The Art of Client Composition

In construction and design firms, managing a diverse client portfolio is like filling a bucket with rocks, pebbles and sand. Each plays a crucial role in maintaining a steady workflow and a resilient business structure. Understanding how to layer these elements strategically can determine your firm's stability and growth.

The Rocks: Your Foundation Clients

The "rocks" in your client bucket are key accounts you cannot afford to lose — your cornerstone clients. These are typically large, repeat customers who offer stable, high-value projects that significantly contribute to your bottom line, year in and year out. They often involve complex, high-profile work that enhances your firm's portfolio and reputation. Prioritizing these clients is crucial, as they provide the foundational volume that supports your firm's primary operational and financial goals.

Who are your top 10 clients in revenue and profitability? Do you assign key clients to your most experienced team members who can fiercely protect and maintain these clients? *(Hint: you should!)*

The Pebbles: Your Regular, Yet Diverse Clients

Next in the bucket come the "pebbles"—important clients who do not quite provide the foundational support of the rocks. These might include on-call clients for whom you complete task orders regularly or those who offer projects that, while not always the most lucrative or desirable, bring steady work to keep your teams engaged and your operations smooth. These clients add a necessary layer to your business, offering diversity and resilience against market fluctuations.

Who are the following 15 clients who bring in revenue and profitability? Who are your team members, the main points of contact and who can handle most of these projects and delegate tasks to your other employees? Do you mine on-call lists to stay in front of clients so they know you are interested in projects? *(Hint: you should!)*

The Sand: Filling the Gaps

Finally, the "sand" in your client mix refers to smaller, one-off projects that fill the gaps. These might not be the most glamorous or challenging projects, but they are crucial for evening out workloads and maintaining cash flow during quieter periods. They help to ensure that no space within your operational capacity goes to waste, optimizing your business's efficiency and resource utilization.

Who are the "all other" clients who make up your revenue and profitability numbers? Are there many of these types? What is the percentage of revenue and profitability compared to your other clients? Are these projects profitable, and do they represent the type of work that helps you train new staff? Do you monitor these clients for future opportunities to grow? *(Hint: you should!)* Or do you consider them difficult and is it time to weed your garden?

The Art of Strategic Layering

The key to successful client management is in how you layer these elements. Start with the rocks, ensuring that your key clients are fully satisfied and you are meeting their needs with precision and excellence. Next, layer in the pebbles, accommodating the regular clients who provide diverse opportunities and help smooth out the ebbs and flows of project availability. Finally, allow the sand to fill in the remaining spaces, ensuring that every potential gap in your schedule is covered.

This strategic approach maximizes your firm's operational efficiency and buffers against economic shifts and client turnover. By understanding the significance of each component—rocks, pebbles and sand—you can build a more robust and dynamic client portfolio that supports sustained growth and success in construction and design.

Remember, the stability of a bucket filled correctly ensures that no stone stands alone and each layer supports the other. This is the balance that every firm should strive to achieve in building its client base.



Arizona Construction Lost 300 Jobs in March

Arizona’s seasonally adjusted unemployment rate fell from 4.1% to 3.8% from February 2024 to March 2024, according to the latest [report](#) published by the [Arizona Office of Economic Opportunity](#).

The national unemployment rate also decreased over the month, dropping from 3.9% to 3.8%. In March 2023, Arizona had a seasonally adjusted rate of 3.6%, while the national rate was 3.5%.

The construction sector lost 300 jobs around the state from February 2024 through March 2024.

Arizona had a not-seasonally adjusted (NSA) gain of 1,900 in nonfarm employment in February 2024. “Prior to the pandemic (2010-2019), NSA nonfarm employment gained 10,800 jobs on average in March,” the report states.

The private sector gained 1,100 jobs over the month, led by leisure and hospitality with 1,700 jobs and trade, transportation and utilities with 1,400 jobs. Government gained 800 in March 2024.

Of the 11 sectors tracked, six reported gains over the month; five had losses. Year-over-year, seven of the 11 sectors reported gains, including construction’s addition of 8,200 jobs. Four sectors lost jobs, with leisure and hospitality leading with a loss of 4,000.

Construction Employment

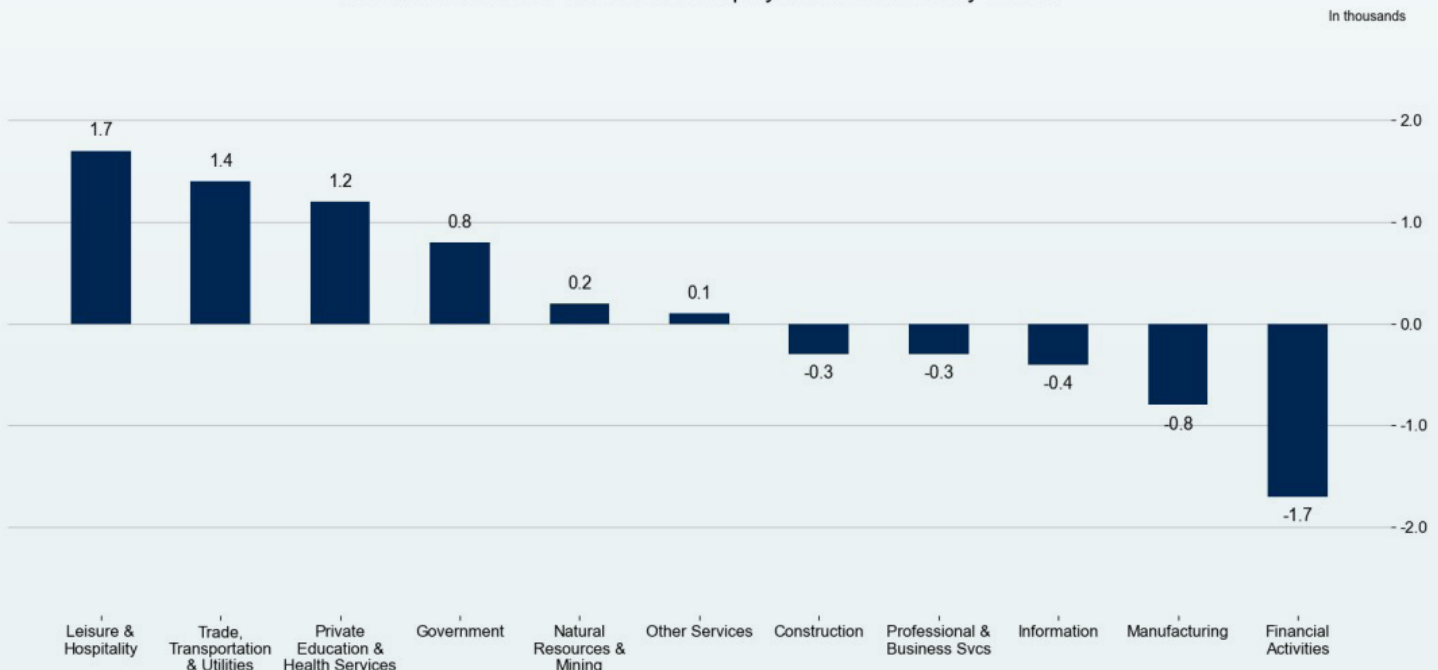
Statewide construction employment totals 215,600 jobs. In March 2023, the sector reported 207,400.

The Arizona construction sector features three major segments: buildings, heavy, and specialty trades. There are currently 46,100 jobs in buildings, which is down 800 from February 2024 and up 2,300 from March 2023. Heavy construction fell 200 for the month of March 2024 with 25,300 but added 1,500 over the year. Specialty trades gained 700 over the month of March 2024 for a total of 144,200, and the segment gained 4,400 year-over-year.

Construction jobs in the Phoenix Metro Area (Phoenix-Mesa-Scottsdale) dropped 200 over the month of March 2024 for a total of 170,200. The March 2023 number was 165,000. Metro Tucson gained 100 construction jobs over the month of March 2024 at 20,900, which is an increase of 800 year-over-year.

Yuma, Flagstaff, Prescott, Lake Havasu City-Kingman and Sierra Vista-Douglas combine mining and construction jobs in reporting their job sector totals. Each of these areas was unchanged. For March 2024, Yuma reported 3,700 mining and construction jobs. Flagstaff had 3,000, and Prescott reported 7,200. Lake Havasu City-Kingman had 4,700. Sierra Vista-Douglas claimed 2,100.

Arizona NSA Month-Over-Month Employment Gain/Loss by Sector



Source: Produced by the Arizona Office of Economic Opportunity in cooperation with the U.S. Dept. of Labor, Bureau of Labor Statistics

ADOT, FHWA Propose Renewed Approval Agreement

The Federal Highway Administration (FHWA) and the Arizona Department of Transportation (ADOT) are proposing to renew an agreement through which ADOT assumes FHWA’s authority for approval of federal environmental review documents for proposed projects.

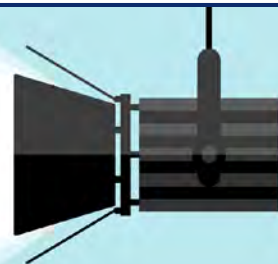
A draft Memorandum of Understanding that would continue this agreement, known as National Environmental Policy Act (NEPA) Assignment, has been posted to the [Federal Register](#) and is available for comment until May 10.

The agreement, established in 2019, allows a state to apply for and assume decision-making and legal responsibility for meeting NEPA requirements and other federal environmental laws otherwise administered by FHWA for projects. Congress established the program to help streamline environmental reviews for federally funded highway projects. Arizona is among eight states that currently have this authority. NEPA requirements apply to all projects that use federal funds.

To learn more about NEPA Assignment, review the draft Memorandum of Understanding for NEPA Assignment and find out how to submit comments to FHWA, visit [ADOT’s NEPA Assignment webpage](#). ([Source](#))



DBE SPOTLIGHT



Skunky's Junk Removal

skunkysjunk.com | (602) 625-4998

Certifications:
DBE/SBE/ACDBE

COMPANY DESCRIPTION:

Founded in 2017, Skunky's Junk Removal has serviced over 4,000 commercial, residential, municipal and federal clients. As the owner, Ronnie Pedregon has expanded Skunky's service capabilities and increased their contracted work. This expansion includes Nuisance Abatement and Encampment clean-up service contracts with the city of Tempe. Skunky's is proud to offer reliable service and perfect safety record and will provide professional references upon request.



PROJECT HIGHLIGHTS:

ADOT I-10 Broadway Curve Improvement

Skunky's Junk provides recurring and on-call litter and debris removal from the project mainline, active construction locations and landscaped areas. They coordinate with the developer to identify areas of focus, Truck Mounted Attenuator (TMA) requirements and crew assignments. All debris collected, large and small, are disposed of appropriately on or off-site as directed. Their crew members completed extensive safety training and follow all required safety measures when working on the project site.

SERVICES OFFERED:

Skunky's provides litter/debris removal and disposal services on-call and via customer determined schedules. Their crews service roadway/highway and landscaped areas day, night and weekends. Disposal can be handled on or off-site, as needed. They provide nuisance abatement removal/disposal of debris and large items from encampments.



MEET THE OWNER:

Ronnie Pedregon

Owner & CEO

Ronnie Pedregon, began working in the industry as a crew foreman. He worked his way into an Operations Manager position and eventually became the proud owner of Skunky's Junk Removal. Ronnie's ground-up experience lends a unique understanding of how to provide customers with efficient, value based services with reliable, dedicated employees. He is a skillful administrator, estimator and supervisor.



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"](#)



MAY

- 2** **ASBA: azbizcon 2024**
1 - 4 p.m.
Location: National Bank of Arizona
6001 N. 24th St., Phoenix
- 7** **SMPS: We've Got a Lot to GUAC about! A Leverage Your Beverage Event**
4 - 6 p.m.
Location: Barrio Queen
21001 N. Tatum Blvd., Phoenix
- 8** **AAED: Pima Community College Advanced Manufacturing Center Tour and Mixer**
4 - 7 p.m.
Location: Pima Community College, Downtown Campus
1255 N. Stone Ave., Tucson
- 9** **USGBC: Arizona Building Transformation Forum & Government Leadership Summit: Water Resilience**
9:30 a.m. - 5:30 p.m.
Location: ASU Thunderbird School of Global Management
401 N. First St., Phoenix
- 9** **ACE: Business Development / Pre-Sell Capture Planning for Pursuits**
11 a.m. - 1 p.m.
Location: Small Giants Learning Lab
5555 E. Van Buren St., Ste. 115, Phoenix
- 10** **ULI Arizona: "Under Budget and On Time: Light Rail Extension Case Study"**
8 - 9:30 a.m.
Location: Tempe Transportation Center Don Cassano Community Room
200 E. Fifth St., Tempe

Featured Federal-Aid Projects

CURRENT OPEN SOLICITATIONS

Due Date	Project Valuation	DBE Goal	Solicitation / Project Number	Type	Project Owner and Description	Contact
5/10/24 11:00 a.m. MST	\$2.75 million	1.94%	GLN-0(259)A; T011901C	IFB	ADOT - Construct Flashing Yellow Arrows, Glendale REBID. The work consists of constructing and installing traffic signal improvements for flashing yellow arrows, modifying medians, installing retro-reflective tape on signal heads, signing and striping.	Iqbal Hossain, Deputy Director of the Multimodal Planning Division, at ihossain@azdot.gov .
6/7/24 11:00 a.m. MST	\$1.4 million	1.36%	202-A(209)T; F062101C	IFB	ADOT - Convert HP to LED Lighting, Red Mountain Freeway (SR202) from 24th St. to Scottsdale Road. The work consists of replacing existing high-pressure sodium luminaires with new Light Emitting Diode fixtures and other related work.	Iqbal Hossain, Deputy Director of the Multimodal Planning Division, at ihossain@azdot.gov .
6/28/24 11:00 a.m. MST	\$198 million	9.38%	F031601C; 101-A(214)T	IFB	ADOT - Widen Roadway, Agua Fria Highway (SR 101L) 75th Avenue to I-17. The work consists of widening the existing SR 101L freeway to add general purpose lanes and restriping I-17/SR 101L Ramp WN and widening NB I-17 to add an additional travel lane.	Iqbal Hossain, Deputy Director of the Multimodal Planning Division, at ihossain@azdot.gov .

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



ADOT DBE & SMALL BUSINESS TRANSPORTATION EXPO

Mesa Convention Center, Building C • Tuesday, May 7th • 7 a.m. - 12 p.m.

In-Person & Free to Attend • ADOTDBEEXPO.com

Who Should Attend?

- Certified DBEs, SBEs and SBCs.
- Small Businesses who want to work on Transportation Projects.
- Design and Engineering Firms.
- General Contractors involved in Transportation Projects.
- Trade Contractors and Service Providers on Transportation Projects.
- Non-Profits who Provide services to Small Businesses.
- Public Agencies.

Helping Your Small Business SOAR in 2024

The ADOT DBE & Small Business Transportation EXPO is one of the best events to connect with potential clients and find out about upcoming work. Attendees will hear about upcoming projects from transportation leaders including: ADOT, MCDOT, the city of Phoenix Public Transit and Street Transportation Departments, Valley Metro and Phoenix Sky Harbor International Airport.

Some of the Valley's largest engineering and construction firms will be hosting tables and meeting new potential subconsultants, subcontractors and service providers for their projects. Additionally, small businesses can find out about a host of assistance programs through nonprofits and Technical Procurement Assistance Centers.

Don't delay, register today!





Disadvantaged Business Enterprise Program
Airport Concessions Disadvantaged Business Enterprise Program

FINAL RULE

OST • FAA • FHWA • FTA

The **DBE and ACDBE Final Rule** is going into effect on May 9, 2024. The rule updates personal net worth and program size thresholds for inflation; modernizes rules for counting of material suppliers; formalizes COVID-19 flexibilities; adds new program elements to foster greater usage of DBEs and ACDBEs with concurrent, proactive monitoring and oversight; updates certification provisions with less prescriptive rules that give certifiers flexibility when determining eligibility; and makes technical corrections that have led to substantive misinterpretations of the rules by recipients, program applicants, and participants.

ADOT's Business Engagement and Compliance Office (BECO) is dedicated to communicating these changes and ensuring you are informed as they are implemented. BECO and the DBE Supportive Services team will update ADOT's DBE program plan and offer ongoing education and guidance to subrecipients, DBE firms, primes, and subcontractors through upcoming events, regular meetings and bi-weekly communications. We encourage you to **stay connected**.

RESOURCES

- [Final Rule Overview](#)
- [Final Rule Summary](#)
- [Federal Register Notice](#)
- [View and Register For Training Sessions](#)
- Implementation Guidance
 - [DBE Program](#)
 - [ACDBE Program](#)
- [List of New Rule Timelines](#)
- [New Personal Net Worth Cap](#)
- [Read PDF of the Final Rule](#)
- [Read the Regulatory Impact Analysis](#)
- [Learn about the Rulemaking Process at USDOT](#)

Missed the April 9th live event?
[Click here](#) to watch the recording.



If you have any additional questions, please reach out to docr.info@dot.gov.

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
- Handrail
- Flatwork
- Slipform & CIP Concrete Barrier
- Remove Ground Mounted Signs
- Routine Maintenance - Damaged Sign F&I
- Weld Bearing Replacements

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.

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.