

Business Engagement and Compliance

Scottsdale Capital Improvement Plan Tops \$2 Billion

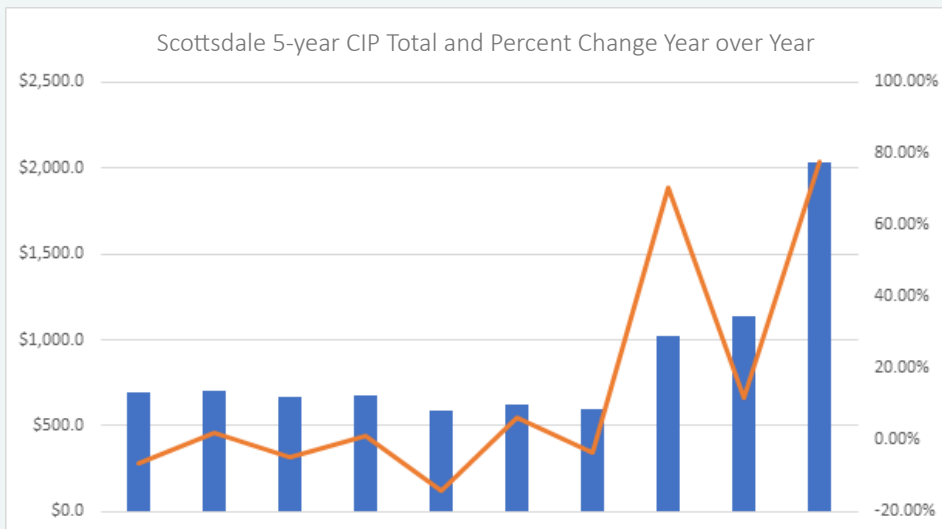
The **City of Scottsdale** continues to direct much-needed funding to capital programs after years of under-investment in public assets.

City voters approved a \$319 million bond measure in 2019, providing funding for capital projects such as fire stations, police stations and the **Civic Center Plaza**. Since the bond measures have passed, the City has moved quickly to deliver the promised projects, with

wide-ranging improvements coming to nearly every part of town.

The five-year total now sits at \$2.033 billion, a whopping 78.03% increase Year-over-year. In addition to bond funding, the City is realizing the benefit of federal stimulus funds and dedicating these one-time revenues into one-time expenses such as capital improvements.

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Focus on Your Customers, Your Operations, Yourself



ADOT Launches 2050 Planning Survey



Flagstaff to Prioritize Multi-Modal Transportation Planning Over Vehicles

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



NEWLY CERTIFIED DBE FIRMS:

- After Hours Documents LLC DBA After Hours Documents Mobile Notary
- Rubio Enterprises, LLC DBA Renata Rubio 92.5
- A & N Family Trucking LLC
- Abel Equipment Rentals
- Bracey Consulting LLC. DBA Four Rivers Recruiting
- Elite Civil Construction LLC

Scottsdale Capital Improvement Plan Tops \$2 Billion (Cont'd)

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Voter Refusals Put Pressure on Municipal Budget

Voters in Scottsdale have always been vocal and mobilized to oppose initiatives they do not like. Voters denied City requests for general obligation bonds in 2013 for the second time in four years. With the lack of bond financing, the City was forced to redirect general fund monies to capital projects. Scottsdale was the only city that was more reliant on general fund dollars than on bond monies for capital projects.

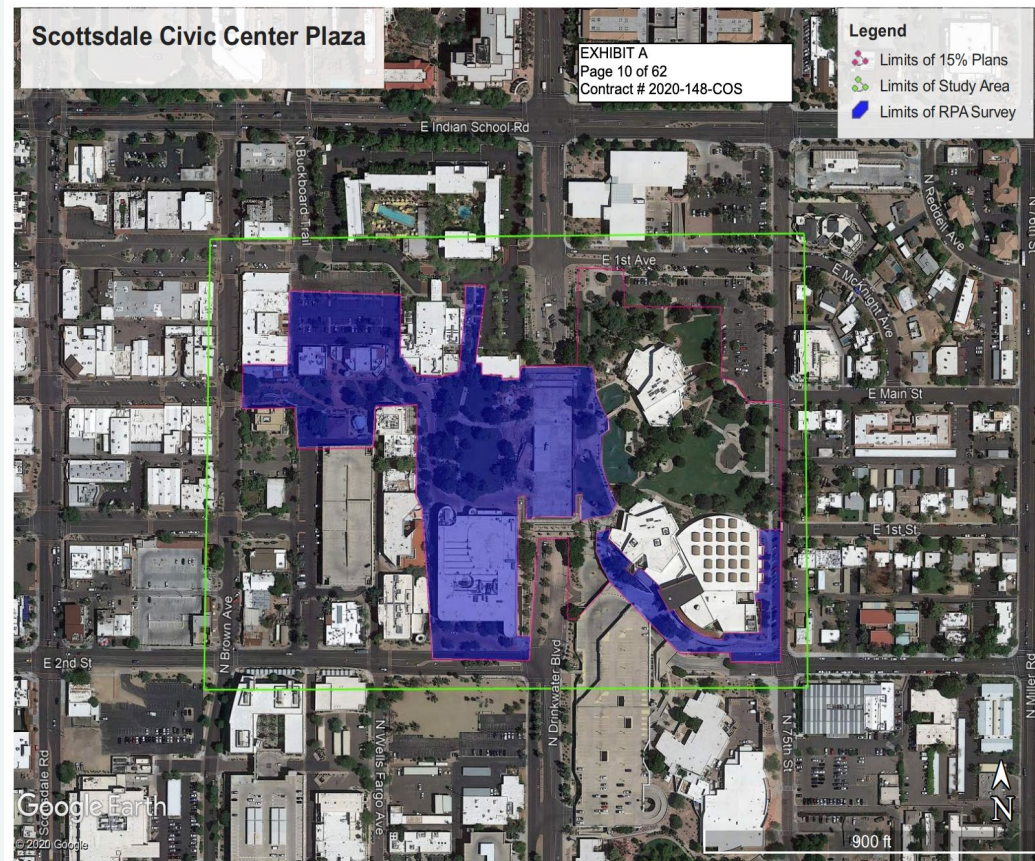
Departments that were funded by regional transportation sales tax measures and enterprise funds were not as impacted by the lack of voter support. These departments include **Drainage/Flood Control, Transportation and Water/Wastewater.**

In fiscal year 2022 – 2023, funding sources more closely match other cities in the region, with enterprise funds and enterprise revenue bonds providing 43.5% of all capital funding, transportation funds securing 22.9% of funds, general obligation Bonds chipping in 15.3%, and the general fund allocations coming in at a more modest 8.5%.

Funding Provides for a Wide Range of Projects

In this year's CIP document, investment in capital assets continues, with projects for the following departments:

- **Community Facilities,**
- **Drainage/Flood Control,**
- **Preservation,**
- **Public Safety,**
- **Service Facilities,**
- **Transportation and**
- **Water Management.**



Credit: City of Scottsdale

Scottsdale's population is growing more slowly than other nearby cities, in large part due to high housing prices and a lack of new housing supply being able to support new residents. While the state as a whole grew by approximately 1.5% in 2021, Scottsdale realized only a 0.7% gain. That means less funding for Scottsdale under many state-shared revenues and formula-based funding mechanisms.

Notable Projects for Scottsdale

Some of the notable projects and costs in this year's CIP for Scottsdale include:

- Sub-Regional Operating Group (SROG) Regional Wastewater Facilities, \$60.7 million;

- CAP Water Treatment Plant Expansion, \$50 million;
- Pima Road: Pinnacle Peak to Happy Valley, \$36 million;
- Reata Wash Flood Control, \$35 million;
- Civic Center Plaza, \$30 million;
- Raintree Drive: Scottsdale Road to Hayden Road, \$28.6 million;
- Desert Mountain Water Supply, \$28 million, and
- Pima Road: Las Piedras to Stagecoach Pass, \$26 million. ●

Prepare your business for an uncertain future

Focus on Your customers, Your Operations, Yourself

Many business professionals would love to have a crystal ball for 2023. Challenges are popping up every day, from 40-year high inflation to a shortage of employees, to post-pandemic health fears to material and supply shortages. Connecting with clients continues to be difficult, and zoom virtual meetings are exhausting.

Still, when the future of your business is foggy, how are you to plan for next year's success? How do you plan for an economic downturn? How to you hold tightly to current clients? How do you improve efficiency in the face of revenue ups and downs? How to you keep your entrepreneurial energy running at peak performance?

Here are suggestions to help you navigate uncertain waters:

1. Appreciate the clients you have. Make sure your services and products meet their needs, all day, every day. Resist the temptation to focus a lot of your energy on a new prospect. Remember that it takes at least eight touches to convert a prospect into a client, and it takes years for that client to become loyal. Instead, find creative (and economical) ways to thank your clients.

For example, Thanksgiving is fast approaching. Send out appreciation cards that convey how thankful you are for your client's loyalty. Hand-write a note that highlights what you appreciate most about that client. Remind them

of a time when you helped them through an especially difficult situation. If appropriate, take goodies to their office and share a cornucopia of treats with their employees. Show clients they matter by sharing their successes on social media. When you focus on your clients' success, they are less likely to turn away when a competitor comes to call.

2. Assess your current operations. Gather your employees and invest the time to ask yourselves if every activity that you do matters to your clients, operations, and bottom line. Use a whiteboard to identify all the steps in key processes, including order-taking, estimating, mobilizing teams, responding to client service needs, writing proposals, invoicing, updating data management, maintaining equipment, interviewing recruits, etc.

When you break all your business activities into all their elements, it is likely you will find duplication and gaps. In one instance, a company discovered that their administrative process to update resumes was absolutely unnecessary because the marketing team was leading a resume updating process on its own and had no idea the administrative office was even involved. The duplication was eliminated immediately.

This may seem like a huge undertaking to identify redundancy and gaps. Pinpoint key activities and prioritize them. Appoint SWAT teams to dissect your operation and tackle one process a week. You will be amazed at how well you can streamline operations before 2023 and enter the uncertain year with a clear mind about your operational efficiency.

3. Mind your mindset. Do you have a little voice in your head that is chirping about all the negative news and events going on? Google mindset and you'll find more than 36 million hits, which means managing your mindset is a big business. Here is some food for thought:
 - d. 95 percent of success is mindset, 5 percent is strategy.
 - e. Mindset is gaining control over thoughts, identifying feelings, and then taking action.

- f. Mindset is a cocktail, with six ingredients: attitude, beliefs, vision, strategy, risk-taking, and focusing on results.
- g. Reframe your beliefs and create positive emotions to attract the business results you are looking for.
- h. The key to success is all in your head.

For most entrepreneurs, the thrill of being in charge, making your own decisions, and charting your own path is exciting beyond words. Your passion drives you, and you can also become overwhelmed when the future is uncertain and even threatening. Take care of your mindset with positive thinking and build up physical endurance with healthy eating and regular exercise.

When the future looks foggy, business professionals who proactively consider clients, operations, and themselves are making wise investments that prepare them for whatever happens next. •



ADOT Launches 2050 Planning Survey

The **Arizona Department of Transportation** has begun updating its **2050 Long-Range Transportation Plan**, which provides a blueprint and vision for the state's future transportation system over the next 25 years.

As part of the plan, **ADOT** has launched a survey to seek the public's input on priorities for how ADOT should invest limited resources to meet future transportation needs across the state. The survey is available [here](#) and the plan on the website at www.ADOT2050plan.com.

The Long-Range Transportation Plan is not project-specific. Instead, it will establish strategic priorities, goals and objectives that will guide ADOT's transportation investments based on anticipated funding levels. The plan will also identify projected funding gaps to meet transportation system needs.

The plan will include recommended investment choices, which will define how ADOT intends to allocate future resources across three major investment types:

- **Preservation:** Activities to maintain the current state highway system, such as replacing, repairing or maintaining pavement and repairing or replacing aging bridges.



- **Modernization:** Activities to improve safety and operations of the existing state highway system, such as adding shoulders and implementing smart road technologies.

- **Expansion:** Activities to add new highways, add lanes to existing highways or add interchanges.

The survey will be open through Dec. 21, 2022. The Long-Range Transportation Plan is expected to be finalized in May 2023. ([Source](#))

Flagstaff to Prioritize Multi-Modal Transportation Planning Over Vehicles

The **Flagstaff City Council** voted unanimously last week to direct staff to prioritize multi-modal transportation and pedestrian safety over vehicle traffic.

Moving forward, the city will use elements of an alternative planning strategy known as "**The Big Shift**" to help move it toward its carbon neutrality goals and support its **Active Transportation Management Plan**.

The four Big Shift components Flagstaff will incorporate are:

- Adopting a **Transportation Safety Program** in line with the nonprofit group **Vision Zero's** campaigns to eliminate traffic fatalities and major injuries. Vision Zero programs in other cities have as much as \$450,000 budgeted annually and 10 full-time employees. Flagstaff's comparable department currently has one employee.

- Adopting a **Vehicle Miles Traveled** transportation impact analysis as a performance measurement. Traffic impacts are

traditionally measured in terms of **Level Of Service** determined by density, delay and flow conditions on roadways. VMT focuses on traffic amounts, rather than flow, and looks to implement alternative transportation uses beyond personal vehicles to reduce volumes.

- Creating **Level Of Service Exceptions Zones**, in which the city will not be required to maintain minimum flow conditions as part of its traffic planning in designated areas. This will allow for increased congestion for personal vehicles but prioritize multimodal transportation in areas where it is deemed appropriate or desirable.

- Changing **standard design speeds** for future roadways, usually to enable flexibility in lowering speed limits on roads. The goal is to address pedestrian and other non-personal vehicle users' safety rather than adhering to more rigid requirements based on streets' functional classifications.



Officials said transportation projects already underway will not be impacted by the new direction, but the guidelines could impact capital improvement projects in the future.

Council is expected to review the city's Active Transportation Management Plan sometime this month. ([Source](#))

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"](#)



NOVEMBER

- | | |
|--|--|
| <p>7 City of Tucson Reverse Trade Show
9 a.m. - 3 p.m.
Location: <i>Tucson Convention Center</i>
260 S. Church Ave., Tucson</p> | <p>15 AZCREW/CCIM/IREM Mixer
5 p.m. - 10 p.m.
Location: <i>Ocotillo</i>
3243 N. 3rd St., Phoenix</p> |
| <p>8 PMI: Project management as a Change Leader
5:30 p.m. - 7 p.m.
Location: <i>Online Only</i></p> | <p>15 BOMA: Roof Top Painting w/ BOMA - Allied Partners 4th Qtr Networking
3 p.m. - 5:30 p.m.
Location: <i>3550 N. Central Ave., Ste. 500, Phoenix</i></p> |
| <p>8 ASA: AZ Lien Rights Luncheon: Protecting your Contracting Business (Sponsored by Bildl & Titan Lien)
12 p.m. - 2:15 p.m.
Location: <i>Scottsdale Public Library</i>
10101 N. 90th St., Scottsdale</p> | <p>16 ULI Arizona CEO Chat with Dre Thompson
4 p.m. - 6 p.m.
Location: <i>720 W. Silverlake Road, Tucson</i></p> |
| <p>8 CCIM: PAR-TEE on the Green and 18 Hole Golf Scramble
8:30 a.m. - 11:30 a.m.
Location: <i>2501 E. Camelback Road, Ste. 50, Phoenix</i></p> | <p>17 SMPS: Engineering the Client Experience
11:30 a.m. - 1 p.m.
Location: <i>1707 E. Highland Ave., Phoenix</i></p> |
| <p>10 IFMA: Optimizing LinkedIn
3 p.m. - 5 p.m.
Location: <i>1122 N. 7th St., Phoenix</i></p> | <p>22 NAIOP: Signature Speaker Series featuring Michael Crow, President of ASU
4 p.m. - 6 p.m.
Location: <i>4949 E. Lincoln Drive, Scottsdale</i></p> |
| <p>10 REIAC: Park Central Mall Case Study
3:30 p.m. - 6:30 p.m.
Location: <i>Scottsdale Plaza Resort</i>
7200 N. Scottsdale Road, Paradise Valley</p> | |

Featured Federal-Aid Projects

CURRENT OPEN SOLICITATIONS

Due Date	Project Valuation	DBE Goal	Solicitation / Project Number	Type	Project Owner and Description	Contact
11/4/22 10 a.m. MST	N/A	6.36%	IFB-092022-024	IFB	City of Scottsdale - 68th Street; Indian School Road to Thomas Road. The work consists of improvements to remove travel lanes, median adjustments, bike lanes, signal adjustments, rectangular rapid flashing Beacons, and intersection improvements.	Jose Tapia, Purchasing/Warehouse Manager, at 480-312-8120 or jtapia@scottsdaleaz.gov
11/18/22 11 a.m. MST	\$1.26 million	2.89%	BKY-0-(214)T; T025601C	IFB	ADOT - Yuma Road to Verrado Way, Buckeye. The work consists of the installation of fiber optic conduit and cables, ethernet switches, and related equipment.	Iqbal Hossain, Group Manager of Contracts & Specifications, at ihossain@azdot.gov
12/2/22 11 a.m. MST	\$4M	6.62%	017-B(235)T; F029401C	IFB	ADOT - Cordes Junction to Flagstaff Highway (I-17), Prescott. The work consists of removing and replacing the existing concrete bridge deck, removing and replacing the concrete approach slabs and bridge barrier, asphalt milling, asphaltic concrete paving, removing and replacing guardrail, new guardrail end treatments, grading, drainage reconstruction, pavement markings, signing, and other related work.	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)



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

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.

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.