



**CITY OF PHOENIX, ARIZONA
OFFICE OF THE CITY ENGINEER
DESIGN AND CONSTRUCTION PROCUREMENT**

**INNOVATION 27 WORKFORCE TRAINING AND EDUCATION COLLABORATIVE
2-STEP CONSTRUCTION MANAGER AT RISK SERVICES
ED20000008 ARPA**

**PROCUREPHX PRODUCT CATEGORY CODE 912000000
RFx 6000001594**

REQUEST FOR QUALIFICATIONS

The City of Phoenix is seeking a qualified contractor to provide preconstruction services and complete construction services for the adaptive reuse construction of a former big-box department store into a workforce and education facility known as the Innovation 27 Workforce Training and Education Collaborative Construction Manager at Risk (CMAR) project. The selected CMAR will work as a team with the designer of record and City staff to ensure an efficient design approach for the project. This project site is located at 2526 W. Northern Ave. Phoenix, AZ 85051. The estimated total cost for construction for this project is \$22 million.

This program will utilize federal funds and is subject to the requirements of Federal Regulations under the American Rescue Plan Act and participation in the Disadvantage Business Enterprise Program is encouraged.

SECTION I - PROJECT DESCRIPTION

This project is the adaptive reuse of a 128,000 square foot, (8 acres site), former big box department store. The City is seeking to transform the building into a world class workforce and education facility. The facility will be home to three government education partners and a City of Phoenix workforce training center. The innovation 27 Workforce Training and Education Collaborative will serve the immediate adjacent area and community at large. It will be a diverse space targeted to users of all ages and will include classroom, garden and community spaces intended to foster innovation and support education, re-skilling and upskilling of the community. It is desired that the site/building be ready to begin operations and welcome its first class of incoming students in fall 2025.

See Exhibit E – Innovation 27 Building Reposition Building Feasibility Study prepared by Gensler and Associates, Inc., and see City of Phoenix Adaptive Reuse Study prepared by Yelton and Associates, LLC.

SECTION II – SCOPE OF WORK

The Construction Manager at Risk will begin with the firm in an agency support role for preconstruction services. The CMAR will assume the risk of delivering the project through a Guaranteed Maximum Price (GMP) contract. The CMAR will be responsible for construction means and methods and will be required to solicit bids from prequalified subcontractors to perform the work using the City's subcontractor selection process. The CMAR may also compete to self-perform limited amounts of work. The GMP must be submitted in MAG or CSI format, or it will not be accepted. The preferred CMAR will be well versed in the construction of educational facilities, as well as experienced in the renovation and adaptive reuse of existing buildings. The CMAR must also have a proven track record of delivering high-quality construction management services on time and within budget.

A. Preconstruction phase services by the CMAR may include the following:

- provide detailed cost estimating and knowledge of marketplace conditions
- provide project planning and scheduling
- provide for construction phasing and scheduling that will minimize interruption to City operations
- provide alternate systems evaluation and constructability studies
- advise City on ways to gain efficiencies in project delivery
- provide long-lead procurement studies and initiate procurement of long-lead items

- assist in the permitting processes
- participate with the City in a process to set a goal for local and DBE participation and implement the local and DBE process
- protect the owner's sensitivity to quality, safety, and environmental factors
- advise City on choosing green building materials
- review and provide input on the design documents to ensure that they are constructible, meet the requirements of Title 34 compliance, and are consistent with the project budget
- provide a detailed project schedule, including major milestones and deadlines, within 30 days of project award

B. Construction phase services by the CMAR may include:

- construction of the Innovation 27 Workforce Training and Education Collaborative as designed by the designer of record
- select subcontractors/suppliers for this project
- prepare a Guaranteed Maximum Price (GMP) proposal that meets the approval of the City
- coordinate with various City of Phoenix departments, other agencies, utility companies, etc.
- arrange for procurement of materials and equipment
- schedule and manage site operations
- bid, award, and manage all construction related contracts while meeting City bid requirements including the local and DBE participation goal
- provide quality controls
- bond and insure the construction
- address all federal, state and local permitting requirements
- deal with owner issues
- maintain a safe work site for all project participants
- manage closeout of the project, including the completion of punch lists, final inspections, and the turnover of the education building to the owner
- Deliverables include:
 - Preconstruction services reports
 - Design review reports
 - Procurement documentation
 - Construction progress reports
 - Quality control reports
 - Safety reports
 - Closeout documentation

Use of UNIFIER, an Application Service Provider (ASP) web-based project management database, may be required. The following information provides a guideline for utilization. Any questions related to the requirements of UNIFIER should be directed to the Project Manager.

- The CMAR will be required to maintain all project records in electronic format.
- The City provides an ASP web-based project management database which the CMAR will be required to utilize in the fulfillment of the contract requirements.
- The CMAR shall provide a computerized networked office platform with broadband internet connectivity.
- UNIFIER training will be provided through the City of Phoenix to firms under contract.

SECTION III – DISADVANTAGED BUSINESS ENTERPRISE REQUIREMENTS

See attached Exhibit D – Disadvantaged Business Enterprise (DBE) Program and Forms

SECTION IV - PRE-SUBMITTAL MEETING

A pre-submittal meeting will be held at 10:00 a.m. on Tuesday, May 7, 2024, at 200 W. Washington Street, City Hall, 5th Floor, Conference Room PCH5 West or MS Teams. At this meeting, City staff will discuss the scope of work, general project requirements, and respond to questions from the attendees. It is strongly recommended that interested firms attend the pre-submittal meeting. Inquiries regarding the project scope outside of this pre-submittal meeting must be directed to the Contracts Specialist.

PRE-SUBMITTAL MEETING TEAMS INFORMATION:

[Join the meeting now](#)

Meeting ID: 258 205 719 104

Passcode: G3wZDX

SECTION V - STATEMENT OF QUALIFICATIONS EVALUATION CRITERIA

The first step of this two-step process by which the CMAR contractor will be selected is a qualifications-based selection process, based on the criteria listed below. Sub-criteria are listed in order of importance in relation to project services. City of Phoenix project experience is not required.

A. General Information (150 points)

1. Provide a general description of the firm that is proposing to provide construction management services and general construction services. Explain the legal organization of the proposed firm or team. Provide an organization chart showing key personnel.
2. Provide the following information:
 - a. List the Arizona contractor licenses held by the firm and the key personnel who will be assigned to this project. Provide the contractor license number. Reference the appropriate licenses held, if needed. In order to be considered for this project, the contractor must hold the correct license as deemed appropriate by the Arizona Registrar of Contractors prior to submitting a Statement of Qualifications (SOQ) for this project in accordance with Arizona Revised Statute §32-1151.
 - b. Identify the location of the firm's principal office and the home office location of key staff on this project.
 - c. Identify any contract or subcontract held by the firm or officers of the firm, which has been terminated within the last five years. Identify any claims arising from a contract which resulted in litigation or arbitration within the last three years. Briefly describe the circumstances and the outcomes.

B. Experience and Qualifications of the Firm (250 points)

1. Identify at least three comparable projects in which the firm served as either CMAR, agency Construction Manager during design and construction phases (without providing

construction services), or General Contractor. Special consideration will be given to firms that have provided Construction Manager at Risk services on similar successful projects. For each project identified, provide the following:

- a. Description of the project
 - b. Role of the firm (specify whether Construction Manager at Risk, Construction Manager or General Contractor. If CMAR or General Contractor, identify the percent of work self-performed. Also specify services provided during design phase, i.e. cost estimating, scheduling, value engineering, etc.)
 - c. Project's original contracted construction cost and final construction cost
 - d. Construction dates
 - e. Project owner
2. List of all City of Phoenix projects where the firm provided CMAR, agency construction management, or general construction services in the last five years, either completed or ongoing.

C. Experience of Key Personnel to be Assigned to This Project (250 points)

1. For each key person identified, list their length of time with the firm and at least two comparable projects in which they have played a primary role. If a project selected for a key person is the same as one selected for the firm, provide just the project name and the role of the key person. For other projects provide the following:
 - a. Description of project
 - b. Role of the person
 - c. Project's original construction cost and final construction cost
 - d. Construction dates
 - e. Project owner
2. List any proposed consultants, including DBEs, including key staff names and the experience and qualifications of these individuals.

D. Understanding of the Project and Approach to Performing the Required Services (350 points)

1. Discuss the major issues your firm has identified on this project and how you intend to address those issues.
2. Attached to this Request for Qualifications is the City of Phoenix general subcontractor selection plan (see Exhibit A). Describe how you intend to implement this subcontractor selection plan including your recommendations for subcontractor trades to be selected by qualifications only vs. qualifications and bids; and discuss the benefit that your subcontractor selection plan provides to the project.
3. Describe your firm's project management approach and team organization during design and construction phase services. Describe software systems and processes used for planning, scheduling, estimating, and managing construction. Briefly describe the firm's experience on quality control, dispute resolution, and safety management.

E. Reference Check (21 points*)

Use the form provided (Exhibit B) to obtain at least three references (it is preferred no more than one be a City of Phoenix project). If your firm has not completed prior projects with other agencies, you will not be penalized. It is recommended there be references outside the City of Phoenix.

*These points are in addition to the 1000 points for the SOQ.

SECTION VI - SUBMITTAL REQUIREMENTS

Electronic Submittal Process: Firms interested in this project must submit a Statement of Qualifications (SOQ) electronically via email to Contract Specialist, Julie B. Smith at julie.b.smith@phoenix.gov.

Submittal requirements are as follows:

- Vendor Information: All firms must be registered in the City's Vendor Management System prior to submitting a proposal. For new firms, the City will send an email to your firm with a vendor number within two business days of submitting the request. The vendor number should be included on the cover of the SOQ. Information on how to register with the City is available at:**

<https://www.phoenix.gov/financesite/Pages/EProc-help.aspx>

If your firm is already registered with the City of Phoenix's ProcurePHX system, please visit <https://eprocurement.phoenix.gov/iri/portal> to login and access the electronic solicitation.

- The product category code for this RFQ is 912000000 and the RFx number is 6000001594.**

Submittals:

- Experience Modification Rate (EMR) – provide current rating; the awarded company will be asked to provide verification upon contract execution.
- Submittals must be emailed to the assigned Contract Specialist by the submittal due date and time.
- Submit only one SOQ electronically, in .PDF format only, addressing all evaluation criteria. No hard copies will be accepted.
- Clearly display the firm name (as listed in Arizona Corporation Commission), vendor number, project title, and project number on the cover of the SOQ.
- A maximum of **15 pages** is permitted to address all content in the SOQ submittal (***Maximum page limit includes evaluation criteria and all additional content. It does not include information sheet.***)
- Submit the Statement of Qualifications by **12:00 noon, local time, on Friday, May 17, 2024.**
- Page size must still meet requirements of 8½" x 11"
- Font size must not be less than 10 point
- Content count:
 - ✓ Each side of a page containing evaluation criteria and additional content will be counted toward the maximum page limit noted above.
 - ✓ Pages that have project photos, charts and/or graphs will be counted towards the maximum page limit noted above.

- ✓ Front and back covers, information sheet, Table of Contents pages, and divider (tab) pages **will NOT** be counted toward the maximum page limit noted above, unless they include evaluation criteria and additional content that could be considered by the selection panel.

- ☑ **Information Sheet:** Provide an information sheet that includes project title, project number, RFx number, firm name, address, phone number, vendor number, and the name, title, email address and signature of your contact person for the project. Do not include any additional information.
- ☑ **Evaluation Criteria:** Address the SOQ evaluation criteria.
- ☑ **Bonding Statement:** **As a separate PDF attachment, include a statement of the firm's bonding capacity from a Surety Company (A- or better for the prior four quarters) along with your SOQ submittal. (This bond statement will not be counted towards the maximum number of pages).**
- ☑ **Additional Content:** Resumes and other information may be included (*content shall be included within the permitted maximum page limit*).
- ☑ **Disadvantaged Business Enterprise Attachments:** Include completed DBE Clause Exhibit D (Form EO1) and supporting documentation, as a separate PDF attachment electronically along with your SOQ submittal. DBE attachments do NOT count towards maximum page count.

Note: All pages exceeding the specified maximum page limit will be removed from the submittal and not considered in evaluating a submitted SOQ.

GROUNDINGS FOR DISQUALIFICATION:

Please be advised that the following **will be grounds for disqualification**, and will be strictly enforced:

- Failure to submit the SOQ electronically by the due date and time (submittal must be sent via email to julie.b.smith@phoenix.gov).
- Violating the "Contact with City Employees" policy contained in this RFQ.
- Failure to provide bonding statement.
- Missing DBE Exhibit D and supporting documentation. Note: Please submit as a separate PDF.

SECTION VII - SELECTION PROCESS AND SCHEDULE

The successful Contractor will be selected through a two-step process which is a qualifications-based selection that includes a cost value element.

During the first step, interested firms will submit their SOQ. The selection panel will evaluate the SOQs according to the criteria in Section V above and may select **up to four** firms as finalists to proceed to the second step of the procurement, which is the Request for Proposal (RFP) process.

During the second step, the RFP will be issued to the four finalists. The four finalists will submit technical and price proposals in response to the RFP. The finalists' proposals will be evaluated and scored in accordance with the RFP scoring methodology. The firm with the highest composite

scores for the technical and price proposals will be selected for the procurement. The final step is the recommendation for award of the CMAR.

The City expects to create a final list of at least one, but not more than three firms for this project. The City will enter into negotiations with the selected firm and execute a contract upon completion of negotiation of contract terms for City Council approval.

The following tentative schedule has been prepared for this project. Firms interested in this project must be available on the interview date specified below. The Pre-submittal meeting is not mandatory.

Pre-submittal meeting	May 7, 2024
SOQs due	May 17, 2024
Firms notified of Short List to Request for Proposal	June 5, 2024
Issue Request for Proposal to Finalists	July 8, 2024
Pre-Proposal meeting	July 15, 2024
Request for Proposals Due	July 26, 2024
Notify Firms of Award Selection	Early-August
Scope Meeting	Early/Mid-August

If the City is unsuccessful in negotiating a contract with the best-qualified firm, the City may then negotiate with the next most qualified firm until a contract is executed, or the City may decide to terminate the selection process. Once a contract is executed with the successful firm, the procurement is complete.

Firms on the short list for interviews for this project will be notified directly by the City. Notification to all other firms on the status of a short list for this project will be posted on the City of Phoenix's "Tabulations, Awards, and Recommendations" website:

<http://solicitations.phoenix.gov/awards>

SECTION VIII – FEDERAL REQUIREMENTS

Trade Restriction. The CMAR and subcontractors, by submission of the Statement of Qualifications, certifies that it is not owned or controlled by one or more citizens of a foreign country included in the list of countries that discriminate against U.S. firms published by the Office of the United States Trade Representative (USTR); has not knowingly entered into any contract or subcontract for this JOC with a person that is a citizen or national of a foreign country on said list, or is owned or controlled directly or indirectly by one or more citizens or nationals of a foreign country on said list; and has not procured any product nor subcontracted for the supply of any product for use on the contract that is produced in a foreign country on said list.

Unless the restrictions of this clause are waived by the Secretary of Transportation in accordance with 49 CFR 30.17, no contract shall be awarded to a CMAR or subcontractor who is unable to certify to the above. If the CMAR knowingly procures or subcontracts for the supply of any product or service of a foreign country on said list for use on the project, the Federal Aviation Administration may direct through the Sponsor cancellation of the contract at no cost to the Government.

Further, the CMAR agrees that, if awarded a contract resulting from this solicitation it will incorporate this provision for certification without modification in each contract and in all lower tier

subcontracts. The CMAR may rely on the certification of a prospective subcontractor unless it has knowledge that the certification is erroneous.

The CMAR shall provide immediate written notice to the Sponsor if the CMAR learns that its certification or that of a subcontractor was erroneous when submitted or has become erroneous by reason of changed circumstances. The subcontractor agrees to provide written notice to the CMAR if at any time it learns that its certification was erroneous by reason of changed circumstances.

Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by this provision. The knowledge and information of a CMAR is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

Debarment, Suspension, Ineligibility and Voluntary Exclusion. The CMAR and its subcontractors, by submission of its Statement of Qualifications (SOQ) certifies that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency. It further agrees by submitting its SOQ that it will include this clause without modification in all lower tier transactions, solicitations, proposals, contracts, and subcontracts. Where the CMAR or any lower tier participant is unable to certify this statement, it shall attach an explanation to its SOQ.

Buy American Preference. The CMAR certifies by submission of its Statement of Qualifications, that it will comply with Buy American preferences established under Title 49 U.S.C. Section 50101. Unless formally approved by the Federal Aviation Administration, all acquired steel and manufactured products installed must be produced in the United States. Be advised that the North American Free Trade Agreement does not apply to Aviation Improvement projects.

Non-Segregated Facilities. The CMAR and its subcontractors, by submission of the Statement of Qualifications certifies that it does not maintain or provide for its employees any segregated facilities at any its establishments, and that it does not permit its employees to perform their services at any location, under its control where segregated facilities are maintained. The CMAR certifies further that it will not maintain or provide for its employees segregated facilities at any of its establishments, and that it will not permit its employees to perform their services at any location, under its control, where segregated facilities are maintained.

Federal Affirmative Action Requirements. The CMAR will comply with the federal Affirmative Action requirements as provided by 14 C.F.R. Part 152, subpart E during the term of the contract and the CMAR will require its subcontractors to also comply with the federal Affirmative Action requirements as set out above, and as may be amended. Failure of the CMAR and its subcontractors to maintain compliance during the term of the contract, including renewal options, is a material breach and may result in termination of the contract.

See also attached Exhibit C Federal Requirements Supplemental Terms and Conditions – American Rescue Plan Act State and Local Fiscal Recovery Funds.

The selected Contractor should expect to comply with the Arizona State Statutes Title 34 and City of Phoenix Design and Construction Procurement’s contract provisions.

SECTION IX - GENERAL INFORMATION

Citywide Capital Improvement Projects. Consulting and contractor services supporting the City's Capital Improvement Projects are procured under the authority of the City Engineer, currently located within the Street Transportation Department. Design and Construction Procurement coordinates the citywide consulting and construction contracting procurement processes.

Changes to Request for Qualifications. *Any changes to this Request for Qualifications will be in the form of a notification.* The City of Phoenix shall not be held responsible for any oral instructions. Notifications are available on both the Solicitations and ProcurePHX webpage.

It shall be the responsibility of the registered RFQ holder to determine, prior to the submittal of the Statement of Qualifications, if notifications have been issued. Registered RFQ holders may refer to the webpage or call the Contract Specialist (listed below) in order to ascertain if a Notification has been issued for this project.

Alternate Format. For more information or a copy of this publication in an alternate format, contact the Contract Specialist (listed below) - Voice or TTY 711. Requests will only be honored if made within the first week of the advertising period.

Release of Project Information/Public Records Request. The City shall provide the release of all public information concerning the project, including selection announcements and contract awards. Those desiring to release information to the public must receive prior written approval from the City. To submit a Public Records Request, visit phoenix.gov/prr.

City Rights. The City of Phoenix reserves the right to reject any or all Statements of Qualifications, to waive any informality or irregularity in any Statement of Qualifications received, and to be the sole judge of the merits of the respective Statements of Qualifications received.

Contact with City Employees. Beginning on the date the RFQ is issued and until the date the contract is awarded or the RFQ withdrawn, all persons or entities that respond to the RFQ, including their authorized employees, agents, representatives, proposed partner(s), subcontractor(s), joint venture(s), member(s), or any of their lobbyists or attorneys (collectively the Proposer), will refrain from any direct or indirect contact with any person (other than the designated Contract Specialist), including members of the evaluation panel, the City Manager, Assistant City Manager, Deputy City Managers, Department heads, the Mayor and other members of the Phoenix City Council. As long as the RFQ solicitation is not discussed, Proposers may continue to conduct business with the City and discuss business that is unrelated to this RFQ solicitation with City staff.

Commencing on the date and time a solicitation is published, potential or actual proposers (including their representatives) will only discuss matters associated with the solicitation with the Mayor, any members of City Council, the City Manager, any Deputy City Manager, or any department director directly associated with the solicitation (including in each case their assigned staff, except for the designated procurement officer) at a public meeting, posted under the Arizona Revised Statutes, until the resulting contract(s) are awarded or all offers or responses are rejected and the solicitation is cancelled without any announcement by the procurement officer of the City's intent to reissue the same or a similar solicitation.

Proposers may discuss their proposal or the RFQ solicitation with the Mayor or one or more members of the Phoenix City Council, provided such meetings are scheduled through the Contract Specialist (listed below), conducted in person at 200 W. Washington, Phoenix, Arizona 85003, and are posted as open meetings with the City Clerk at least twenty-four (24) hours prior

to the scheduled meetings. The City Clerk will be responsible for posting the meetings. The posted notice shall identify the participants and the subject matter, as well as invite the public to participate.

This policy is intended to create a level playing field for all Proposers, assure that contracts are awarded in public, and protect the integrity of the selection process. **OFFERORS THAT VIOLATE THIS POLICY WILL BE DISQUALIFIED.**

Conflict of Interest. The City reserves the right to disqualify any Proposer on the basis of any real or apparent conflict of interest that is disclosed by the proposal submitted or any other data available to the City. This disqualification is at the sole discretion of the City. Any Proposer submitting a proposal herein waves any right to object now or at any future time, before any body or agency, including but not limited to, the City Council of the City of Phoenix or any court.

Protest Procedures. Firms wishing to respond to disqualification or a procurement outcome may refer to The Code of the City of Phoenix Chapter 2, Article XII, Section 2-187 to 2-190.4, which governs protest procedures utilized throughout the selection process. The procedures may be reviewed through the City of Phoenix website at:

<http://www.codepublishing.com/az/phoenix/>

A copy of the Protest Policy is also available online at:

<https://www.phoenix.gov/streets/procurement-opportunities>

Questions. Questions pertaining to this selection process or contract issues should be directed to the Contract Specialist, Julie B. Smith at (602) 534-2418 or julie.b.smith@phoenix.gov (preferred).

EXHIBIT A
CITY OF PHOENIX SUBCONTRACTOR SELECTION PLAN
(EXCERPT FROM CMAR CONTRACT)

MAJOR SUBCONTRACTOR AND MAJOR SUPPLIER SELECTIONS

The selection of major Subcontractors and Suppliers may occur before Construction Services. Major Subcontractors and Suppliers may be selected based on qualifications alone or a combination of qualifications and price. Subcontractors must not be selected based on price alone. The selection of major Subcontractors and Suppliers is the Contractor's responsibility. In any case, the Contractor is solely responsible for the performance of all selected Subcontractors and Suppliers.

The Contractor must prepare a Subcontractor and Supplier selection plan and submit the plan to the City for approval. This selection plan must identify trades that may be selected by qualifications only and trades that to be selected by qualifications and competitive bid. This plan must also identify all Subcontractors that are not selected through a formalized qualifications-based selection process. The Subcontractor and Supplier selection plan must be consistent with the selection requirements included in this Contract.

Selection by qualifications only - the City may approve the selection of a Subcontractor(s) or Suppliers(s) based only on their qualifications when the Contractor can demonstrate it is in the best interest of the Project.

Qualification-based selection of a Subcontractor(s) or Supplier(s) should only occur during the design phase to achieve maximum benefit of Subcontractor's involvement before submittal of a GMP Proposal.

The Contractor must follow the approved Subcontractor selection plan when evaluating qualifications of Subcontractor(s) or Supplier(s), and the Contractor must provide the City with its review and recommendation.

The Contractor must receive City approval of the selected Subcontractor(s) and Supplier(s).

The Contractor must negotiate costs for services/supplies from each Subcontractor and Supplier selected under this method.

Selection by qualifications and competitive bid - the Contractor must follow the Subcontractor selection plan when evaluating qualifications of a Subcontractor or Supplier, and the Contractor must provide the City with its process to prequalify prospective Subcontractors and Suppliers. During Construction Services, all Work for major Subcontractors and Suppliers must then be competitively bid unless a Subcontractor or Supplier was selected by qualifications only.

EXHIBIT B
CONTRACTOR REFERENCE CHECK INSTRUCTIONS, FORM, AND SAMPLE
LETTER

The attached Contractor Performance Evaluation Form is to be provided to the agencies or entities for which your firm has recently provided services similar to those requested for this project. Provide the evaluation form to the Owner, or the Owner's representative directly responsible for oversight of the project to complete and submit to the email box listed below.

The first three references submitted will be accepted and the scores utilized as part of the evaluation process. Each reference check is worth up to 7 points for a total of up to 21 points available.

The form is to be completed by the agency or entity and uploaded to the (email box) at:

soq.referencechecks@phoenix.gov

The procurement identifier is:

6000001594

Attention: Julie B. Smith

Also attached is a sample performance evaluation cover letter that may be used when sending the reference check request.

Sample Contractor Performance Evaluation Cover Letter

Sample Cover Letter
Contact Name
Address of Reference

(Your Name) is responding to a Request for Qualifications (RFQ) from the City of Phoenix Office of the City Engineer's Design and Construction Procurement section.

The City is requesting reference information related to our past performance. As a part of the response submittal process, the City is requesting performance evaluations from agencies that our firm has performed services for either in the past or is currently receiving services.

I would appreciate your cooperation in completing the attached Contractor Performance Evaluation form and return by email the completed form by **12:00 pm Phoenix time on May 17, 2024** to:

soq.referencechecks@phoenix.gov

Reference in Subject Line: RFx 6000001594

For questions, contact Julie B. Smith, Contracts Specialist at 602-534-2418.

Failure to submit the Contractor Performance Evaluation form by the above date will have a negative impact on the proposal we submit for this service. Your cooperation in submitting this form by this date is appreciated.

If you have any questions regarding this request, please contact (your name) at (your telephone number).

Sincerely,

INSTRUCTIONS FOR COMPLETING CONTRACTOR PERFORMANCE EVALUATION

Evaluate the contractor's contract performance in each of the rating areas listed below. On the Contractor Performance Evaluation form, circle the rating from 1 to 4 that most closely matches your evaluation of the contractor's performance. Comments are not required but appreciated. **Every rating area must be scored.**

The Design and Construction Procurement section will use the information from this form to evaluate firms competing for contract award. **This completed form will become public record and upon request, will be released to the contractor or any other entity.**

Please submit the completed form to the address indicated on the bottom of the Contractor Performance Evaluation form. Thank you for your time and your cooperation.

**INNOVATION 27 WORKFORCE TRAINING AND EDUCATION COLLABORATIVE
2-STEP CONSTRUCTION MANAGER AT RISK SERVICES
ED20000008 ARPA
RFx 6000001594**

CONTRACTOR PERFORMANCE EVALUATION FOR _____
(firm name)

In the box below, provide the project title, contracted services provided by the firm, and start and completion dates of services. This form is to be completed by the Owner, or the Owner's representative directly responsible for oversight of the project. The project services evaluated must be relevant to the services of this project. Every rating area must be scored.

RATINGS: Summarize the Contractor's performance and **circle the number** below that corresponds to the performance rating for each category. Please see the rating scale. Please do not use N/A for scoring.

1 = Unsatisfactory (.25 pt.); 2 = Poor (.50 pt.); 3 = Good (.75 pt.); 4 = Excellent (1.0 pt.)

HOW WOULD YOU RANK THE BUSINESS RELATIONSHIP BETWEEN THE OWNER AND THE FIRM?	4 3 2 1	Comments:
WAS THE TEAM PRESENTED IN THE PROPOSAL THE TEAM THAT WORKED ON THE PROJECT TO COMPLETION?	4 3 2 1	Comments:
WAS STAFF PROACTIVE IN SOLVING PROBLEMS THAT MAY HAVE OCCURRED ON THE PROJECT?	4 3 2 1	Comments:
WAS THE CONTRACTED SCOPE OF SERVICES COMPLETED ON TIME AND WITHIN BUDGET?	4 3 2 1	Comments:
HOW WOULD YOU RATE THE QUALITY OF WORK PERFORMED BY THIS FIRM ON YOUR PROJECT?	4 3 2 1	Comments:

DID THE FIRM RECOMMEND EFFICIENCIES OR PROVIDE INNOVATIVE IDEAS OR SUGGESTIONS?	4 3 2 1	Comments:
WOULD YOU BE WILLING TO CONTRACT WITH THIS FIRM AGAIN? (YES = 1 point)	YES NO	Comments:
TOTAL SCORE		(MAXIMUM 7 POINTS)

Reference Evaluation Provided By:

Name and Title: _____

Agency/Organization: _____

Date: _____

Telephone Number: _____

Email completed form by May 17, 2024 by 12:00 pm Phoenix time to:

soq.referencechecks@phoenix.gov

***EMAIL SUBJECT LINE SHOULD REFERENCE RFx NUMBER**

The document should reference the project number and firm for which the reference check is being submitted. If no project number is available, reference the service and firm for which the reference check is being submitted.

EXHIBIT C – FEDERAL REQUIREMENTS

**SUPPLEMENTAL TERMS AND CONDITIONS
AMERICAN RESCUE PLAN ACT STATE AND LOCAL FISCAL RECOVERY FUNDS
(ATTACHED)**

SUPPLEMENTAL TERMS AND CONDITIONS

AMERICAN RESCUE PLAN ACT STATE AND LOCAL FISCAL RECOVERY FUNDS

Uniform Guidance

SLFRF awards are subject to requirements set forth in the Uniform Guidance, 2 CFR Part 200, available at <https://www.ecfr.gov/current/title-2/subtitle-A/chapter-II/part-200?toc=1>

Suspension, & Debarment

Consultant agrees to abide by Executive Orders 12549 and 12689, Debarment and Suspension, and implementing regulations found at 2 CFR Part 180 and 31 CFR Part 19. The City may by giving written notice to Consultant, immediately terminate this Agreement if the City determines that Consultant has been debarred, suspended, or otherwise lawfully prohibited from participating in any public procurement activity, including but not limited to, being disapproved as a subcontractor of any public procurement unit or other governmental body. Consultant will include a term or condition in all related contracts and subcontracts described in 2 CFR Part 180, Subpart B that the award is subject to 2 CFR Part 180 and 31 CFR Part 19.

Award Terms and Conditions

The Award Terms and Conditions of the SLFRF financial assistance agreement (<https://home.treasury.gov/system/files/136/Financial-Assistance-Agreement-Local-governments.pdf>) sets forth the compliance obligations for Consultant pursuant to the SLFRF statute, the Uniform Guidance, Treasury's final rule, and applicable federal laws and regulations. Consultant should ensure it remains in compliance with all Award Terms and Conditions. These obligations include the following items in addition to others:

- **Conflicts of Interest.** The Consultant must disclose in writing to the City of Phoenix any potential conflict of interest affecting this agreement in accordance with 2 C.F.R. § 200.112. The City of Phoenix will disclose such conflict to Treasury.
- **Compliance with Applicable Law and Regulations.** Consultant agrees to comply with the requirements of section 603 of the American Rescue Plan Act, and regulations adopted by the Treasury pursuant to section 603(f) of the Act, and guidance issued by the Treasury. Consultant also agrees to comply with all other applicable federal statutes, regulations, and executive orders. Consultant shall provide for such compliance by other parties in any agreements it enters into with other parties relating to this award which may include, but not limited to the following:
 - Uniform Administrative Regulations, Cost Principles and Audit Requirements for Federal Awards, 2 C.F.R. Part 200;
 - OMB Guidelines to Agencies on Government wide Debarment and Suspension, 2 C.F.R. part 180;
 - Government wide Requirements for Drug-Free Workplace, 31 C.F.R. Part 20;
 - New Restrictions on Lobbying, 31 C.F.R. Part 21;
 - Generally applicable federal environmental laws and regulations;

- **Clean Air Act and Federal Water Pollution Control Act.** Consultant will comply with all applicable standards, orders or regulations Issued pursuant to the Clean Air Act (42 U.S.C. 7401-7671q) and the Federal Water Pollution Control Act as amended (33 U.S.C. 1251-1387). Violations must be reported to the Federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA).
- **Equal Employment Opportunity.** Except as otherwise provided under 41 CFR Part 60, for all contracts that qualify as “federally assisted construction contracts” as defined in 41 CFR Part 60–1.3, Consultant agrees to comply with the equal opportunity clause under 41 CFR 60-1.4(b), incorporated herein by reference, and E.O. 11246, “Equal Employment Opportunity,” as amended by E.O. 11375, “Amending Executive Order 11246 Relating to Equal Employment Opportunity,” and as supplemented by regulations at 41 CFR Part 60, “Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor.”
- **Copeland “Anti-Kickback” Act.** Consultant shall comply with the Copeland “Anti-Kickback” Act (40 U.S.C. § 3145), as supplemented by Department of Labor regulations (29 CFR Part 3, “Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States”). The Act provides that each contractor or subrecipient must be prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he or she is otherwise entitled. The non-Federal entity must report all suspected or reported violations to the Federal awarding agency.
- **Contract Works Hours and Safety Standards Act.** If the contract exceeds \$100,000 and involves the employment of mechanics or laborers, Consultant shall comply with 40 U.S.C. §§ 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5). Under 40 U.S.C. § 3702 of the Act, Consultant shall compute the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than 1½ times the basic rate of pay for all hours worked in excess of 40 hours in the work week. The requirements of 40 U.S.C. § 3704 are applicable to construction work and provide that no laborer or mechanic shall be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence.
- **Byrd Anti-Lobbying Certification (31 U.S.C. 1352; 31 CFR Part 21).** Consultant hereby certifies, to the best of its knowledge and belief, that:
 - a. No Federal appropriated funds have been paid or will be paid, by or on behalf of Consultant, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of and Federal contract, grant,

loan, or cooperative agreement.

- b. Each contractor tier must certify to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization or influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C, 1352.
 - c. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, Consultant shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying", in accordance with its instructions. Such disclosures are forwarded from tier to tier up to the non-Federal award.
- **Protection for Whistleblowers.** In accordance with 41 U.S.C. § 4712, Consultant may not discharge, demote, or otherwise discriminate against an employee in reprisal for disclosing to any of the persons or entities provided below, information that the employee reasonably believes is evidence of gross mismanagement of a federal Agreement or grant, a gross waste of federal funds, an abuse of authority relating to a federal Agreement or grant, a substantial and specific danger to public health or safety, or a violation of law, rule, or regulation related to a federal Agreement (including the competition for or negotiation of an Agreement) or grant.

The list of persons and entities referenced in the paragraph above includes the following:

- i. A member of Congress or a representative of a committee of Congress;
 - ii. An Inspector General;
 - iii. The Government Accountability Office;
 - iv. A Treasury employee responsible for Agreement or grant oversight or management;
 - v. An authorized official of the Department of Justice or oversight or management;
 - vii. A court or grand jury; or
 - viii. A management official or other employee of the City, Consultant or a subcontractor who has the responsibility to investigate, discover, or address misconduct.
- **Drug-Free Workplace Act of 1988:** Consultant must comply with drug-free workplace requirements in 31 CFR Part 20, which implements the Drug-Free Workplace Act of 1988.
 - **Victims of Human Trafficking.** Consultant agrees to follow the requirements of Section 106(g) of the Trafficking Victims Protection Act of 2000, as amended (22 U.S.C. 7104) and ensure that it and none of its employees engage in server forms of trafficking in persons, procure commercial sex acts during the subaward term, used forced labor in the performance of obligations under this Agreement. Consultant agrees to notify the City immediately once it has information from any source alleging a violation of this Section.

- **Preference for Domestic Procurement.** Pursuant to 2 C.F.R. 200.322, to the greatest extent practicable, Consultant will purchase, acquire, or use goods, products or materials produced in the United States (including but not limited to iron, aluminum, steel, cement, and other manufactured products).
- **Prohibition on Certain Telecommunications Equipment.** Consultant is prohibited from obligating or expending funds to (i) procure or obtain; (ii) extend or renew a contract to procure or obtain; or (iii) enter into a contract to procure or obtain equipment, services or systems that use covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system. Covered telecommunications equipment is telecommunications equipment produced by Huawei Technologies Company or ZTE Corporation (or any subsidiary or affiliate of such entities) and such other entities described in 2 C.F.R. 200.216.
- **Additional Federal Requirements.** Consultant will comply with any additional terms and conditions imposed by 2 CFR Part 200, as applicable, and any guidance issued by the U.S. Department of Treasury regarding this agreement. .

EXHIBIT D
DISADVANTAGED BUSINESS ENTERPRISE FORMS

(ATTACHED)



City of Phoenix

Specify Agency Name Disadvantaged Business Enterprise Program DBE – Construction Manager at Risk (CMAR) and Design-Build (DB) Contract Clause Race & Gender-Neutral – Negotiated

Phoenix is one of the fastest growing, multicultural cities in the country and has shown a historical commitment to business diversity. The City and its partners strive to advance the economic growth of small businesses through its Disadvantaged Business Enterprise (DBE) Program.

The City of Phoenix DBE Program is managed and administered by the City's Equal Opportunity Department, Contract Compliance Division. Through a coordinated effort among several city departments and partner agencies, the DBE Program provides certification and opportunities in construction, purchasing, management and technical assistance, educational services and networking.

SECTION I. DEFINITIONS

Agency means the City of Phoenix for purposes of this Contract.

Arizona Unified Certification Program (AZUCP) means a consortium of government agencies organized to provide reciprocal DBE certification within Arizona pursuant to 49 Code of Federal Regulations (CFR) Part 26. The official DBE database containing eligible DBE firms certified by AZUCP can be accessed at: <https://utracs.azdot.gov>. The certification system is called the Arizona Unified Transportation Registration and Certification System (AZ UTRACS).

Business to Government Now (B2G) means the web-based certification and compliance system used to track and monitor DBE and Small Business Participation. The B2G system can be accessed at: <https://phoenix.diversitycompliance.com>

Contract means a legally binding relationship obligating a seller to furnish supplies or services (including construction and professional services) and the buyer to pay for them.

DBE Compliance Specialist means an Agency employee responsible for compliance with this DBE Contract Clause.

EOD means the City of Phoenix Equal Opportunity Department.

Joint Venture (JV) means an association between two or more persons, partnerships, corporations, or any combination thereof, formed to carry on a single business activity. The JV is limited in scope and duration to this Contract. The resources, asset, and labor of the participants must be combined in an effort to accrue profit.

Outreach Efforts means the diligent and good faith efforts demonstrated by a Submitter to solicit participation from interested and qualified DBEs and other Small Businesses. Submitter shall identify and document potential business opportunities for DBEs and other Small Businesses, describe what efforts were undertaken to solicit DBE and Small Business participation, disclose results of negotiations with DBEs and Small Businesses, and communicate and record Submitter's selection decisions relating to DBE and Small Business participants.

Disadvantaged Business Enterprise (DBE) means a Small Business Concern that has successfully completed the DBE certification process and has been granted DBE status by an AZUCP member pursuant to the criteria contained in 49 CFR Part 26.

Commercially Useful Function means that a DBE is responsible for executing the work of the contract and is carrying out its responsibilities by actually performing, managing, and supervising the work involved. If a DBE does not perform or exercise responsibility for at least 30% of the total cost of its contract with its own work force, or if the DBE subcontracts a greater portion of the work of a contract than would be expected on the basis of normal industry practice for the type of work involved, the DBE is presumed not to be performing a Commercially Useful Function.



City of Phoenix

Specify Agency Name Disadvantaged Business Enterprise Program

Goods and Services Providers are firms that provide goods and services that represent a Commercially Useful Function directly to Transit as a DBE or Small Business.

Manufacturer means a firm that owns, operates or maintains a factory or establishment that produces on the premises the components, materials, or supplies obtained by the recipient, successful submitter, or Transit Vehicle Manufacturer.

Regular dealer/broker is a firm that owns, operates, or maintains a store, warehouse, or other establishment in which the materials, supplies, articles or equipment of the general character described by the specifications and required under the contract are bought, kept in stock, and regularly sold or released to the public in the usual course of business.

Supplier means a firm that engages in, as its principal business, the purchase and sale of material or supplies required for the performance of a contract. The firm must own, operate, and maintain a store, warehouse or other establishment where the supplies are bought, kept in stock, and regularly sold to the public in the usual course of business.

Small Business Concern (SBC) means, with respect to firms seeking to participate in contracts funded by the U.S. Department of Transportation (US DOT), a Small Business Concern as defined in section 3 of the Small Business Act and Small Business Administration regulations implementing the Act (13 CFR part 121), which Small Business Concern does not exceed the cap on average annual gross receipts specified in 49 CFR § 26.65(b). "Small Business" and "Small Business Concern" are used interchangeably in this DBE Contract Clause.

Small Business Enterprise (SBE) means a small business that has been determined to meet the requirements for SBE certification with the City of Phoenix and whose certification is in force at the time of the award of business by the City. A directory of currently certified SBE firms is located at: <https://phoenix.diversitycompliance.com>.

Race- and Gender-Neutral (RGN) Measures means a measure or program that is, or can be used to assist all Small Businesses.

Subcontract means a contract at any tier below the prime contract, including a purchase order.

Subcontractor means an individual, partnership, JV, corporation, or firm that holds a contract at any tier below the prime contract, including a vendor under a purchase order.

Submitter means an individual, partnership, JV, contractor, corporation or firm that tenders a submittal to the Agency to perform services requested by a solicitation or procurement. The submittal may be direct or through an authorized representative. (Submitter is inclusive of the terms: *Bidder, Offeror, Proposer, Respondent*, etc.)

Responsive Submitter means a firm that has met the minimum program requirements as outlined in the solicitation and due at the time of submittal.

Successful Submitter means a firm that has been awarded the contract by the Agency to perform services or furnish supplies requested by a solicitation or procurement.

Responsible Submitter means a firm that has been selected to continue in the procurement process by the Agency.

Transit Vehicle Manufacturers (TVMs) means any manufacturer whose primary business purpose is to manufacture vehicles specifically built for public mass transportation. Such vehicles include, but are not limited to buses, rail cars, trolleys, ferries, and vehicles manufactured specifically for paratransit purposes. Producers of vehicles that receive post-production alterations or retrofitting to be used for public transportation purposes (e.g., so-called cutaway vehicles, vans customized for service to people with disabilities) are also considered transit vehicle manufacturers. Businesses that manufacture, mass-produce, or distribute vehicles solely for personal use and for sale "off the lot" are not considered transit vehicle manufacturers.

Transit Vehicle Manufacturers Goals for FTA recipients each transit vehicle manufacturer, as a condition of being authorized to bid or propose on FTA-assisted transit vehicle procurements, to certify that it has complied with the requirements of 49 CFR Part 26.49.



City of Phoenix

Specify Agency Name Disadvantaged Business Enterprise Program

SECTION II. GENERAL REQUIREMENTS

A. Applicable Federal Regulations

This Contract is subject to DBE requirements issued by USDOT in 49 CFR Part 26. Despite the lack of a race- and gender-conscious DBE participation goal for this Contract, the Agency must track and report DBE participation that occurs as a result of any procurement, JV, goods/services, or other arrangement involving a DBE. For this reason, the Successful Submitter shall provide all relevant information to enable the required reporting.

B. DBE Participation

For this solicitation, the Agency has *not* established a race- or gender-conscious DBE participation goal. The Agency extends to each individual, firm, vendor, supplier, contractor, and subcontractor an equal economic opportunity to compete for business. The Agency uses race- and gender-neutral measures to facilitate participation by DBEs and Small Businesses. The Agency *encourages* each Submitter to voluntarily subcontract with DBEs and Small Businesses to perform part of the work—a Commercially Useful Function—that Submitter might otherwise perform with its own forces.

C. Small Business Participation

The Agency will track the participation of all approved businesses throughout the life of this contract. The Agency will count Small Business participation as authorized by federal regulations. A summary of these regulations can be found at www.ecfr.gov (49 CFR Part 26.39).

D. DBE Certification

Only firms (1) certified by the Agency or another AZUCP member, and (2) contracted to perform a Commercially Useful Function on scopes of work for which they are certified, may be considered to determine DBE participation resulting from RGN measures on this Contract. This DBE determination affects the Agency's tracking and reporting obligations to USDOT.

E. Civil Rights Assurances

As a recipient of USDOT funding, the Agency has agreed to abide by the assurances found in 49 CFR Parts 21 and 26. Each Contract signed by the Agency and the Successful Submitter, and each Subcontract signed by the Successful Submitter and a Subcontractor, must include the following assurance *verbatim*:

"The contractor, subrecipient, or subcontractor shall not discriminate on the basis of race, color, national origin, sex, or creed in the performance of this contract. The contractor shall carry out applicable requirements of 49 CFR Parts 21 and 26 in the award and administration of USDOT-assisted contracts. Failure by the contractor to carry out these requirements is a material breach of this contract, which may result in the termination of this contract or such other remedy as the City of Phoenix deems appropriate."

Note: For purposes of the required Contract and Subcontract language above, Successful Submitter is the "contractor" awarded the contract.

SECTION III. PRE-AWARD SUBMITTAL REQUIREMENTS

Documentation due with initial qualifications-based submittal.

A. Form EO1 – Statement of Outreach Commitment

Each Submitter shall sign, date and submit a completed **Form EO1 - Statement of Outreach Commitment**, with its initial qualifications-based submittal.

B. Failure to Submit Form EO1

Submittals that do not have this form completed and signed will be deemed nonresponsive. A nonresponsive submittal will be disqualified from further evaluation.



City of Phoenix
Specify Agency Name
Disadvantaged Business Enterprise Program

SECTION IV. POST-AWARD SUBMITTAL REQUIREMENTS

The Agency has implemented outreach requirements for this Contract. Specifically, the Successful Submitter shall: (1) identify small-business-participation opportunities, including Commercially Useful Functions; (2) actively solicit proposals from small businesses; (3) evaluate small-business proposals; and (4) communicate selection decisions to small businesses, including each rejection of a small-business proposal.

Following the award of the contract and prior to the execution of each phase, as a matter of compliance, the documentation of outreach efforts must be submitted and approved on a date to be determined by Contract Owner:

A. Form EO2 - Small Business Outreach Efforts

Successful Submitter shall complete and submit **Form EO2 - Small Business Outreach Efforts**, documenting its diligent, earnest outreach efforts for professional services in the design phase and trade areas in all GMP phases or Contract Change/Task Orders to the contract (if applicable), as described in this clause.

Form EO2 and all supporting documentation are due to the Equal Opportunity Department within 30 days, or a date determined by the City.

Successful Submitter shall list **All DBEs and Small Businesses** contacted by the Successful Submitter. Successful Submitter shall also provide the following minimum information to document its Outreach Efforts in the designated columns within Form EO2:

1. Column A - Small Business Name and Contact Information

Must list each business's full legal name and contact information. Successful Submitter shall inquire to obtain the following: the number of its employees, number of years in business and its estimated range of annual gross receipts.

2. Column B - Business Status

Indicate the business status. Check all that apply, if known.

- The AZUCP directory of certified DBE and SBC firms can be accessed at: <https://utracs.azdot.gov>
- The City of Phoenix directory of certified SBE firms can be accessed at: <https://phoenix.diversitycompliance.com>

3. Column C - Scope(s) of Work Solicited

List the scope(s) of work solicited for which the small business was considered for participation in the proposal. The solicitation shall include a description of the scope(s) of work being requested.

4. Column D - Solicitation Method

Indicate the solicitation method by which each small business was contacted for your outreach efforts and provide supporting documentation. Supporting documentation must include a copy of the actual solicitation sent to DBEs and Small Businesses. The solicitation may be in the form of letters or attachments to email, phone logs, newspapers and trade papers, outreach events, etc. If using a log as supporting documentation, it must include:

- List the Solicitation Method
- Name of Submitter's Representative
- Name of Company Contacted
- Name of Person Contacted
- Date and Time of Contact
- Details of the Communication



City of Phoenix

Specify Agency Name Disadvantaged Business Enterprise Program

5. Column E - Selection Decision

Indicate the Successful Submitters selection decision for each small business that responded to the solicitation.

If selected, indicate the Guaranteed Minimum Dollar Value.

If not selected, provide an explanation of why firm was NOT selected.

6. Column F - Method of Communication of Final Selection Outcome

The Successful Submitter must notify the final selection outcome to all small businesses that responded. The supporting documentation for this notification may be in the form of a letter, email, or a telephone log, etc. This documentation must show the following information regarding the final selection:

- List the Selection Outcome
- Name of Submitter's Representative
- Name of Company Contacted
- Name of Person Contacted
- Date and Time of Contact
- Details of the Communication

*Successful Submitter shall provide supporting documentation that shows Submitter has communicated its final selection decisions and outcomes to all DBE's and Small Businesses, including those not chosen to participate on this Contract.

B. Form EO3 -Small Business Utilization Commitment

The Successful Submitter shall complete, sign, date and submit Form EO3 - Small Business Utilization Commitment, which commits Successful Submitter to the Agency as follows:

1. The firms indicated as "Selected" on Form EO2 - Small Business Outreach Efforts, will participate in this Contract;
2. The Successful Submitter will comply with the Race- and Gender-Neutral post-award compliance requirements as stated in the DBE contract clause;
3. Successful Submitter understands and agrees that any and all changes or substitutions to subcontracts with DBE's and Small Businesses must be authorized by the Compliance Specialist for the Contract Owner prior to implementation; and
4. The following statement is true and correct: The proposed total participation of DBE, SBC and SBE firms on this contract will be designated on Form EO3 by the Successful Submitter.

C. Failure to Meet Outreach Requirements

The DBE Compliance Specialist will determine, in writing, whether Successful Submitter has satisfied all small business outreach requirements. If the DBE Compliance Specialist determines that Successful Submitter has failed to satisfy the outreach requirements, then the DBE Compliance Specialist may determine that the submittal is noncompliant. The Agency shall send written notice to the Successful Submitter stating the basis for the DBE Compliance Specialist's decision. Failure to fulfill the small business outreach requirements is considered a breach of contract and shall result in a non-compliance determination.

D. Administrative Reconsideration

In the event the City determines the Bidder failed to submit required documentation to meet the Small Business Outreach Requirements, an opportunity for reconsideration of this determination will be provided. This opportunity for reconsideration will seek to obtain clarification of documentation submitted with the bid.

Within three business days of being informed by the City that the Bidder is not responsive based on insufficient demonstration and/or documentation of Outreach Efforts, the Bidder may submit its written request to:



City of Phoenix

Specify Agency Name Disadvantaged Business Enterprise Program

**City of Phoenix Equal Opportunity Department
Office of the Director
200 W. Washington St., 15th Floor
Phoenix, AZ 85003**

If the request for Administrative Reconsideration is not submitted within the allotted three business days, the non-responsive Bidder shall not utilize the DBE Program submittal requirements as the basis for its future protest.

As part of this reconsideration process, the Bidder will have an opportunity to provide written clarification or argument concerning the issue of whether it met the Outreach Requirements or provided sufficient supporting documentation of this efforts at the time of bid. As the Disadvantaged Business Enterprise Liaison Officer (DBELO) for the City, The Equal Opportunity Director shall review solely the written clarification or argument, along with any document(s) originally submitted at the time of bid. No new or revised forms or supporting documentation will be reviewed for consideration.

The DBELO or his designee will send the Bidder a written decision on the reconsideration, explaining the basis for finding that the Bidder did or did not meet the Small Business Outreach Requirements. The result of the DBE reconsideration process is not administratively appealable and cannot be escalated or included in any other protest not related to the DBE Program.

SECTION V. POST-AWARD COMPLIANCE REQUIREMENTS

A. Subcontracting Commitment

The small business subcontractors identified and accepted in the Small Business Outreach documents must have an executed contract* in place prior to the performance of work.

Successful Submitter shall submit to Agency, through the B2G system, all executed contracts, purchase orders, subleases, JV agreements, and other arrangements formalizing agreements between Successful Submitter and all subcontractors, upon execution throughout the life of this contract.

The Successful Submitter shall not terminate any approved DBE or Small Business Subcontracts, nor shall the Successful Submitter alter the scope of work or reduce the Subcontract amount, without the DBE Compliance Specialist's prior written approval. Any request to alter a DBE or Small Business Subcontract must be submitted in writing to the DBE Compliance Specialist before any change is made. If the Successful Submitter fails to do so, the Agency may declare Successful Submitter in breach of contract.

*Executed contracts and all lower tier contracts must contain the required Civil Rights Assurances and Prompt Payment provisions.

B. Counting Small Business Participation

The prime contractor may only count expenditures to AZUCP certified DBE subcontractors that perform a commercially useful function on the contract. A DBE performs a commercially useful function when it is responsible for execution of the work of the contract and is carrying out its responsibilities by actually performing, managing, and supervising the work involved. A DBE subcontractor must perform a minimum of 30% of its subcontract value with its own workforce and equipment before its participation can be counted. DBEs must manage and control the performance of its contract and not be dependent on the prime's personnel and equipment to complete its work. Scope(s) of work not covered in the DBE firm's certification description **will not** be counted as DBE participation.



City of Phoenix

Specify Agency Name Disadvantaged Business Enterprise Program

Commercially Useful Function & Counting of DBE Trucking/Hauling:

49 CFR Part 26.55 Section (d) defines Commercially Useful Function and the counting of DBE participation Trucking/Hauling as follows:

- The DBE must be responsible for the management and supervision of the entire trucking operation for which it is responsible on a particular contract, and there cannot be a contrived arrangement for the purpose achieving DBE participation.
- The DBE must itself own and operate at least one fully licensed, insured, and operational truck used on the contract.
- The DBE receives credit for the total value of the transportation services it provides on the contract using trucks it owns, insures, and operates using drivers it employs.
- The DBE may lease trucks from another DBE firm, including an owner-operator who is certified as a DBE. The DBE who leases trucks from another DBE receives credit for the total value of the transportation services the lessee DBE provides on the contract.
- The DBE may also lease trucks from a non-DBE firm, including from an owner-operator. The DBE who leases trucks from a non-DBE is entitled to credit for the total value of transportation services provided by non-DBE lessees not to exceed the value of transportation services provided by DBE-owned trucks on the contract. Additional participation by non-DBE lessees receives credit only for the fee or commission it receives as a result of the lease arrangement.
- Amounts paid for dump fees or materials being hauled/dumped cannot be counted as DBE participation.

Counting DBE certified Manufactures, Suppliers, and Brokers:

49 CFR Part 26.55 Section (e) permits the counting of expenditures with DBEs for materials or supplies toward DBE participation as provided in the following:

- If the materials or supplies are obtained from a **DBE manufacturer**, count 100 percent of the cost of the materials or supplies toward DBE participation,
- If the materials or supplies are purchased from a **DBE regular dealer (supplier)**, count 60 percent of the cost of the materials or supplies toward DBE participation.
- If materials or supplies purchased from a DBE which is neither a manufacturer nor a regular dealer, **(broker or manufacturer's rep.)** count the entire amount of fees or commissions charged for assistance in the procurement of the materials and supplies toward DBE participation.

If an approved DBE allows its DBE certification to expire, or the certification is revoked during the course of the Subcontract, the Agency will consider all work performed by the DBE under the original contract to count as DBE participation. No increased scope of work negotiated after expiration or revocation of the DBE's certification may be counted. Any work performed under a Contract extension granted by the Agency may not be counted as DBE participation.

C. Small Business Substitutions

If the Small Business was approved by the Agency, the Phoenix DBE Compliance Specialist will consider whether or not the Successful Submitter has exercised diligent and good-faith efforts to find another Small Business as a replacement. The Successful Submitter shall notify the Phoenix DBE Compliance Specialist in writing of the necessity to substitute a Small Business and provide specific reason(s) for the substitution or replacement. Actual substitution or replacement of a Small Business may not occur before the Phoenix DBE Compliance Specialist's written approval has been obtained.

D. Relief from Proposed Small Business Utilization

After Contract award, the Agency will not grant relief from the proposed Small Business utilization except in extraordinary circumstances. The Successful Submitter's request to modify Small Business participation must be in writing to the Phoenix DBE Compliance Specialist.



City of Phoenix

Specify Agency Name Disadvantaged Business Enterprise Program

Successful Submitter's written request must set forth the amount of relief sought, evidence that demonstrates why relief is necessary, and any additional relevant information that the Phoenix DBE Compliance Specialist should consider. The Successful Submitter shall include with the request all documentation of Submitter's attempts to subcontract with the Small Business and any other action taken to locate and solicit a replacement Small Business.

E. Prompt Payment of Subcontractors

The prompt payment clause shall be included in every contract and subcontract.

The Successful Submitter must promptly pay its subcontractors, subconsultants, or suppliers. **For projects governed by Title 34 of the Arizona Revised Statutes, payment must be made within seven (7) calendar days.** If the Successful Submitter diverts any payment received for a DBE's, Small Business's, or other Subcontractor's work performed on the Contract or fails to reasonably account for the application or use of the payment, the Agency may declare the Successful Submitter in breach of contract.

Under the prompt-payment provisions of 49 CFR Part 26, the Successful Submitter must ensure prompt and full release of retentions to Subcontractors and suppliers when their scope of work is complete and the Agency has paid Successful Submitter for the work. The Successful Submitter shall pay each Subcontractor's and supplier's retention no later than 30 days after the Agency has paid for the scope(s) of work, regardless if there's outstanding retention held against the Successful Submitter. If the Agency reduces the Successful Submitter's retention, the Successful Submitter shall correspondingly reduce the retentions of Subcontractors and suppliers that have performed satisfactory work.

Nothing in this section prevents the Successful Submitter from enforcing its Subcontract with a Subcontractor or supplier for defective work, late performance, and other claims arising under the Subcontract.

SECTION VI. RECORDS & REPORTING REQUIREMENTS

A. Records

During performance of the Contract, the Successful Submitter shall keep all records necessary to document Small Business participation. The Successful Submitter shall provide the records to the Agency within 72 hours of the Agency's request and at final completion of the Contract. The Agency will prescribe the form, manner, and content of reports. The required records may include but not limited to:

1. A complete listing of all Subcontractors and suppliers on the project;
2. Each Subcontractor's and supplier's scope performed;
3. The dollar value of all subcontracting work, services, and procurement;
4. Copies of all executed Subcontracts, purchase orders, and invoices;
5. Total operating expenses and total cost of goods sales; and
6. Copies of all payment documentation and Change Orders.

B. Reports

Successful Submitter is required to file the following payment reports in the B2G system:

1. **Progress Payments:**

By the 15th of **each** month, the Successful Submitter must enter payment information and related supporting documentation into the Agency's web-based certification and compliance reporting system.

- a. The total of all payments received from the Agency during the previous month.
- b. All payments made to Subcontractors during the previous month.



City of Phoenix

**Specify Agency Name
Disadvantaged Business Enterprise Program**

The Successful Submitter is responsible for ensuring that subcontractors confirm receipt of payment in the B2G system by the end of each month.

2. **Final Payment:**

Before the Agency processes the Successful Submitter's final payment and/or outstanding retention held against the Successful Submitter, the Successful Submitter shall notate in the B2G system:

- a. The payment to each subcontractor is considered "Final".
- b. Every subcontractor must confirm they have received full and "Final" payment in the B2G system.
- c. For federal reporting purposes, Attachment E must be completed and signed by the Successful Submitter and DBE firm(s) prior to Successful Submitter receiving final payment.

The Successful Submitter is responsible for ensuring that subcontractors confirm the receipt of full and "Final" payment in the B2G system.

EXHIBIT E – FEASIBILITY STUDIES

(See attached)



YELTON AND ASSOCIATES, LLC

City of Phoenix Adaptive Reuse Study



Facility Located at 2526 W Northern Ave Phoenix, AZ

February 15, 2021



Table of Contents

Executive Summary	4
1. Adaptive Reuse	7
What Is Adaptive Reuse?	7
Adaptive Reuse vs Building Modernization vs Historic Preservation.....	7
Building Modernization	7
Historic Preservation.....	7
Sustainability and the Adaptive Reuse of Industrial Buildings	8
7 Case Studies of Adaptive Reuse of Industrial Buildings.....	9
Foundation Hotel, Detroit MI.....	9
Seaholm District, Austin TX.....	9
Steel Yard, Providence RI.....	9
Wonder Bread Factory, Washington D.C.	9
The Goat Farm Arts Center, Atlanta GA.....	10
The Green Building, Louisville KY	10
Seattle Gas Works Park, Seattle, WA.....	10
1.1 Background	11
1.2 Community Engagement	12
2. Background Research	13
2.1 Blue Ridge Food Venture Asheville, NC	18
2.1 Kitchen United Mix Tempe, AZ	18
2.1.2 The Hatchery Chicago, IL	18
2. Revisiting Community Needs	19
4. Possible Community Partners	35
4.1 Maricopa Community College	35
4.2 Arizona State University	35
4.3 WestMec	35
4.4 Canyon Ventures Grand Canyon University	35
5. Final Findings	36
 City of Phoenix Adaptive Reuse Study	 2



YELTON AND ASSOCIATES, LLC

Attachments.....36



Executive Summary

The former Kmart building located at 2526 W Northern Ave Phoenix, AZ has been vacant for several years and the owner, city leaders and community have worked together to find a use for the building that will provide a long-term benefit for all parties. The idea of a Food Innovation Center has been presented as one possible use due to the lack of a local grocery store and creating sustainable food services for the area. The City of Phoenix has greatly supported this work for several years. Residents in the area view this as an opportunity to have something created that will provide jobs and assist in retaining their youth in the neighborhoods in which they grew up in.

Several community outreach meetings were held along with over 40 interviews with key stakeholders since March of 2020. Feedback from these meetings showed extremely strong support from the community to ensure that there was not only a positive project implemented but that it was coordinated within the community. As discussions continued it became apparent that the community, while supporting a food program, would really benefit from a Workforce Development Center encompassing more than just food. However, given the interest in a Food Innovation Center Yelton and Associates traveled to commissary food kitchens located in Tempe, AZ, Asheville, NC and Chicago, IL to better understand their operations and costs.

With that understanding, conversations were initiated with educational institutions. WestMec, Arizona State University, Northern Arizona University, Maricopa Community College and Grand Canyon University were all interviewed. As a result, multiple specific discussions began between WestMec, Maricopa Community College and ASU. WestMec indicated the strongest interest in the facility and utilized their architect to develop a floor plan (see attachments) for expansion encompassing 96,200 sq of the space including 24,000 sq ft for their culinary program. Maricopa Community College also indicated interested in expanding their butchering and culinary programs into a joint space to potentially be shared by both. Yelton and Associates then utilized Kinney Construction Services to provide a cost estimate of construction of the requested space (see attachments). The estimate came in at \$15,594,200.00. Of particular interest in this estimation was the cost of 24,000 sq feet of culinary space that was estimated at \$5,700,000.00 or 36.5% of the overall budget. This would be \$237.50 per sq ft which, if the entire building became a food center would cost \$26,664,125.00 to renovate.

Given the overall cost estimate to convert the entire building into a food center and a lack of financing it was determined that converting the entire building is not feasible at this time. WestMec also indicated that they would pull out the culinary space which would lower their costs and also free up space for other groups. The three educational institutions then have worked towards programming they could provide in the facility (see attachments). As the



owner has indicated he does not want multiple leases it is assumed that WestMec by taking up 64% of the space would be the expected main lease holder. The other groups including the additional educational institutions, non-profits and some for-profits could then sub-lease space from the main lessor.

While the feasibility of converting the entire main building into a food center does not appear feasible at this time there is a second 10,000 sq ft building on the same campus. Discussions have been held in converting that facility into a food kitchen by adding an additional 10,000 sq ft (20,000 sq ft for a food kitchen is considered self-sustaining) in order to still add a food kitchen to the property. The benefit of this would be that the kitchen would be stand alone with more visibility than being encompassed in a larger footprint and being on the educational campus would allow students opportunities to be involved while still being able to provide general workforce training.

Due to COVID the Food Industry Executive reports the pandemic has exacerbated the workforce challenges already present in the food industry: 41% of processors/packers and 20% of equipment/service suppliers said that their current biggest challenges involved issues such as employee safety and productivity. Almost three-quarters (72.5%) of processors/packers said they had changed their business strategy or operations in response to the pandemic. The most common changes related to focusing on core products, boosting the retail channel, and keeping employees safe. That being the case, the demand for take-out and delivery of food services had increased and this development of a food innovation enter should still be pursued.

The Center for Entrepreneurial Innovation located at Gateway Community College also indicated interested in exploring adding a business incubation component to the campus. CEI was selected last year by the International Business Incubation Association as the #1 technology incubator in the world. CEI has a specific focus on life science companies but is also expanding adding LabForce which is a workforce training program across every industry and will soon have over 3,500 online training courses as well as a new 6,500 sq ft training and educational facility in the new Wexford building being completed on the downtown biomedical campus.

Canyon Ventures at Grand Canyon University has also expressed interest in relocating their graduating incubated companies into the campus. Canyon Ventures not only assists with capital raises but also specifically works to ensure that its students are not only starting companies but are also incorporated as workers into the companies they incubate both students led and external companies they incubate. The program currently operates a 140,000 sq ft building and lacks the capacity to provide space for expanding clients. The location of the property under discussion is desirable as the university could provide a shuttle for students to travel to the location.



YELTON AND ASSOCIATES, LLC

The study for this site has determined that future development should be divided into two phases. Phase One should focus on getting the Workforce Development Center ran by the three educational institutions to provide a wide range of services from high school students and beyond along in coordination with local elementary, middle and high schools. Phase Two would be revamping the second 10,000 sq ft facility into the desired food innovation center. Final recommendations are contained in the Final Findings section of this study.



1. Adaptive Reuse

What Is Adaptive Reuse?

Adaptive reuse is a process in which developers adapt existing buildings for completely new uses. They do this while keeping some of their historic features intact. It's quite cool and it's environmentally friendly. Adaptive reuse encourages the use of existing structures rather than a teardown and/or construction from scratch.

To that end, developers endeavor to retain as much of the building's structure as possible. This would include both the outer shell and interior materials. Indeed, the reused building doesn't need to be historically significant. Any obsolete structure might be a suitable candidate for the adaptive reuse of industrial buildings.

Adaptive Reuse vs Building Modernization vs Historic Preservation

Adaptive reuse of industrial buildings, building modernization, and historic preservation all share the notion of extending life. That is, extending the life of an existing structure, rather than tearing it down and replacing it. Importantly, *all three processes fight urban sprawl and reduce the environmental impact of construction.*

Building Modernization

Whereas adaptive reuse of industrial buildings repurposes existing structures, building modernization is a less a transformative process. Typically, building modernization involves the renovation and retrofitting of a building without necessarily changing its purpose.

For example, you might modernize an office building by adding active and passive solar systems. You might further install fire protection systems and rewire the building for the latest technology. You could also replace the elevators and install new HVAC systems and so forth.

When finished, the modernized building has most of the features of new construction for only a fraction of the cost of building from scratch.

Historic Preservation

Unlike the adaptive reuse of buildings, which creates something completely new by reusing old structures, historic preservation has a different goal. Specifically, it is a process in which sponsors attempt to protect, conserve and preserve buildings that have historical significance.

For example, in the U.S., many historic buildings evade the wrecker's ball by joining the National Register of Historic Places. Consequently, this designates the building as a national

historic landmark. Furthermore, a historic district is a group of buildings that are historically significant.

Indeed, you cannot modify a national landmark building without permission from the U.S Department of the Interior. Of course, historic preservation experts can restore a rundown landmark to its former glory. They do this using period-appropriate material or, if needed, replicas. Full restoration can be quite expensive, due to the use of period practices and materials.

Sustainability and the Adaptive Reuse of Industrial Buildings

To be precise, sustainability is a characteristic of development that doesn't sacrifice the ability of future generations to meet their own challenges. It includes ideals like a small carbon footprint. It also reuses and recycles existing materials, and the use of materials that you'll replenish with a minimal environmental impact.

Specifically, the benefits of adaptive reuse of industrial buildings include:

- **Building Materials:** Reduce expenditures for building materials by refurbishing existing building members rather than purchase and install new materials.
- **Demolition:** Reduce expenditures by skipping demolition. Demolition can run as high as 10% of a new-construction budget.
- **Schedule:** It takes more time to build from scratch than to practice adaptive reuse of industrial buildings. Interestingly, some portions of the reused building might support occupancy before the project completes.
- **Taxes:** For sure, adaptive reuse of industrial buildings might qualify for a state or local tax break.
- **Government Funds:** Besides tax breaks, adaptive reuse of industrial buildings might qualify for special funding and grants.
- **Social Costs:** Happily, adaptive reuse of industrial buildings fights urban sprawl because you use existing land. Furthermore, adaptive reuse projects battle a number of societal costs. These include dislocation of residents, disrupted community life, economic decline and abandonment of neighborhoods. With adaptive reuse, all of these societal costs become non-issues.
- **Energy Conservation:** To be sure, developers constructed old buildings when energy and labor costs were much lower than they are today. Unfortunately, demolishing and replacing old buildings requires energy expended on the fabrication and assembly of new materials. In addition, old buildings made from stone and masonry are highly



climate responsive. Without a doubt, new buildings cost much more to achieve similar efficiency.

7 Case Studies of Adaptive Reuse of Industrial Buildings

- When speaking about the adaptive reuse of industrial buildings, you might say that what was old becomes new again. To illustrate, the following adaptive reuse projects are case studies that showcase brilliant examples of adaptive reuse architecture and design.

Foundation Hotel, Detroit MI

- Impressively, this magnificent neo-classical five-story building was once the home of the state's oldest fire department. Moreover, it features four huge doors that once allowed entry and exit of fire trucks. In 2013, the fire department moved out and the Aparium Hotel Group started an adaptive reuse project. As a result, the adapted building became a 100-room boutique hotel with plenty of original firehouse features.

Seaholm District, Austin TX

- With impressive zeal, the sponsors of this 2013 adaptive reuse project started with an old, Art-Deco-style electrical power plant. When they finished, they had a beautiful, downtown multi-use complex. It features a hotel, library, residential spaces, offices, retail shops, and restaurants. In this manner, the dormant electrical plant was the basis for this winning exercise in sustainability and reinvention.

Steel Yard, Providence RI

- Providence Iron and Steel Company operated for a century on the Woonasquatucket River in the city's Industrial Valley. After closing in 2001, sponsors adapted the site into an artist's community. That is, it reused the metal and brick buildings to create a place where local artists create urban "art." Specifically, we mean fences, trash cans, bike racks and all sorts of items that grace the downtown of Providence. In addition, the site also hosts art classes and other community events.

Wonder Bread Factory, Washington D.C.

- For decades, Wonder Bread has been the iconic white bread favored by kids of all ages. Unfortunately, the factory closed its doors in the early 1980s after 80 years of daily baking. The land and structure remained dormant for 20 years. Then, a developer joined the movement for the adaptive reuse of industrial buildings by converting the bakery into offices. As a result, the area gained a loft-style, four-story office building that retains the bakery's original signage and style.



The Goat Farm Arts Center, Atlanta GA

- Historically, these 19th-century industrial buildings in Atlanta were originally built to make cotton fabric. During World War II, it manufactured mortars and ammunition. But today, the 10-acre site is an arts center featuring artists studios, an education center, a café, exhibition halls and an organic farm (with goats).

The Green Building, Louisville KY

- This radical example of adaptive reuse architecture transformed a 115-year-old dry goods store into a mixed-use commercial building. The 2008 conversion was the work of the (fer) studio architecture firm. Skillfully, it adapted the site to become a 10,175 square foot building with a conference room, offices, an event venue, and a gallery.

Seattle Gas Works Park, Seattle, WA

- On the north shore of Seattle's Lake Union sits the Seattle Gas Works Park. As you might guess, this was the site of a gasification plant that operated between 1906 and 1956. Finally, the city purchased the plant in 1962 and hired a local architect to adapt it.

In 1975, the public park was completed. To its credit, the city was careful to reuse some of the plant's ruins. This included the kid's play barn in the former compressor building.

1.1 Background

Original Proposal (October 2019):

Located in a former Kmart building with frontage along Interstate 17, the Phoenix Food Innovation Center (PFIC) is a unique Public-Private-Partnership that includes the City of Phoenix and property ownership to drive an innovative food activities hub in the heart of Central Phoenix. This project could provide for integration of both early stage and more sophisticated restaurants, offer a location for food technology development and education, as well as an opportunity to accelerate innovation in the food and beverage industries.

The Phoenix Food Innovation Center could deliver an opportunity as an experimental lab, co-working kitchen, single-commercial kitchens, and food hall to provide functional, affordable and fully permitted wholesale and consumer retail facilities wrapped in a supportive business and collaborative community, allowing business to evolve rapidly. For established food businesses, the PFIC could enable small and large food businesses alike the ability to conduct food research, conceptualize ideas, develop new products, and gauge demand for their products. For startups, the PGIC could go a step further by providing an affordable, collaborative environment to experiment, test market, and ultimately graduate to off campus locations.

Located at the NWC of I-17 and Northern Avenue this 112,270 sq ft building could be delivered tenant ready for a wide variety of food innovation operations. With surrounding population of more than 500,000 and the ability to draw from a workforce of more than 1.8 million, this site is uniquely positioned to provide for dining and workforce options. This project has direct visibility from more than 200,000 cars a day and a freeway signage package available. There are currently more than 40 food related businesses in close proximity with an annual income of more than \$3 billion.

The food industry totaled \$5.75 trillion in 2017 with a projected growth rate of 10.3%, not including the Food Market System industry that totaled more than \$1.46 trillion. Revolutionary new segments of the food industry have appeared in the past 24 months, which continues to translate into a growing consumer market. However, to address consumer demand for unique food products, to cook at home, for takeout or speedy delivery, restaurant owners and food product manufacturers need access to more than just a commercial kitchen. From grocery stores to food trucks, to restaurants there is currently no facility in Arizona that offers the collective resources required to quickly and efficiently develop, test and ultimately produce new food products in volume. PFIC could provide that solution in hands-on experiential learning for the food industry while providing a location for local startups and established food businesses, with or without limited capital, to meet the demands of consumers to develop new products, adapt to the explosive growth of the food delivery market and provide unique dining experiences, all while providing a healthy, tasty, food options at competitive price points.

PFIC would also be centrally located as a tremendous option for a Ghost Kitchen for established providers, and their home delivery needs.

The PFIC could also possibly offer the following:

- Technical labs and research services for food innovation
- 30-50 exclusive food production areas that include turn key options for food production
- Larger food manufacturing areas for companies already in production
- Cold, dry and frozen storage areas
- Demonstration kitchen
- Co-working space as well as private offices
- Market test innovation concept locations
- Public restaurant and retail consumer sales options

Location Strengths:

- Central location (minutes from Downtown Phoenix and equal distance to the four-corners of the valley)
- High visibility (200,000 vehicles per day on Interstate 17)
- Ease of accessibility (full diamond interchange)
- Food industry corridor (proximity to 40 food businesses along I-17 with over \$3 billion in annual revenue)
- Size (existing 112,270 SF building sits on 10 acres, possibly expandable, in a well-positioned central location)
- Community Support (emphatic support from city officials, city staff and neighborhood)
- Part of Wall Street West, home to the 3rd largest density of workforce in the Financial Services and Financial Technology sectors in the country
- Dense, stable neighborhood with long-term home ownership
- Broad range of ethnic and economic demographics
- Strong daytime population (422,184) and nighttime populations (423,782)

1.2 Community Engagement

Careful consideration was taken to ensure there was adequate community engagement in the process. Three Zoom meetings and over 40 interviews were held for the following audiences:

- Local Leaders
- Educational Leaders
- Local Community

The general consensus of the meetings revealed a strong desire for a use that would provide jobs and have a positive impact on the neighborhood. The idea of food kitchen had previously been explored as an option for the building. Many prior community meetings were held to explore this and other possible uses.

2. Background Research

What Are Commissary Kitchens?

Commissary kitchens are established commercial kitchens where foodservice providers can go to prepare and store their food. Some commissary kitchens cater specifically to food trucks and mobile food businesses, but others may be businesses that just rent out their kitchen space for some extra income.

Over the past few decades, food trucks have exploded in popularity because they are an excellent opportunity for chefs to open their own foodservice business without buying a brick-and-mortar store. But, one of the main downsides of opening a food truck is the lack of space for storage and food prep. So, many food truck operators have turned to commissary kitchens or renting a commercial kitchen. These kitchens provide many of the benefits of a brick-and-mortar store, but there are also a few downsides to consider.

Why Use a Commissary Kitchen?

So why do food entrepreneurs choose to use commissary kitchens? Here are few reasons: Commissary kitchens come fully equipped, helping to reduce some upfront costs. Commissary kitchens are convenient. They provide chefs with plenty of space to spread out. If a restaurant or kitchen is shut down due to coronavirus, commissary kitchens can be a temporary workspace for testing out recipes and fine tuning menus.



With a larger space comes more room for equipment. Most food trucks for example can only fit a few pieces of equipment in their kitchen but commissary kitchens provide access to all sorts of kitchen appliances and gadgets.

Renting a commissary kitchen is cheaper in the short term than buying a brick-and-mortar space. In some cities and regions across the United States, it is also illegal to prepare food inside of a truck. So, food truck owners in those areas have to use commissary kitchens to prepare their food before going out to sell it.

Renting a Commercial Kitchen

When considering whether renting a commercial kitchen is the right choice for a business, consideration to how much space and time the business will be spending in the shared space. If it is realistic to share the commercial space without becoming cramped, renting a kitchen can be the right choice.



It is usually cheaper to rent kitchen space based on how many times a month or week the business will be using it. Renting by the hour can be the most expensive option and might not be cost-effective for some foodservice businesses.

Different Types of Commissary Kitchens

There are several different types of commissary kitchens to choose from, so businesses can find one that matches their needs and price point. Here are the four major types of commissary kitchens:

Shared Commercial Kitchen: These kitchens are leased out to multiple food trucks, caterers, and pop-up chefs at once. Renters are typically assigned storage space and time slots when they can use the kitchen. Additionally, since the space is shared, rent is also shared, making this the most affordable option.





Private Commercial Kitchen: In a private kitchen, a business takes on the whole lease meaning they have full access and don't need to share the space with anyone else. On the other hand, though, renting a private commissary kitchen is much more expensive, and may not be an attainable option for new food businesses.

Renting a Restaurant's Kitchen: Another option is to rent a restaurant's kitchen during their off hours. This is a good compromise between a shared and private kitchen space, because a business gets the entire space. Plus, because the restaurant hours are set, a business knows exactly when they can use the kitchen. But, a restaurant may not offer the same amenities, like parking, that would be at a commissary kitchen.

Non-Traditional Sources: Churches, social clubs, schools, and retirement communities all have kitchens that are up to code and have commercial-grade equipment, and they may be willing to rent out their space. Similar to renting a restaurant's kitchen space, these non-traditional locations are a great way to save on rent costs while gaining access to a large commercial kitchen with equipment, but they won't offer as many amenities as a standard commissary kitchen, and they are harder to find.

Potential Benefits of Using Commissary Kitchens

Some food businesses are forced to use commissary kitchens to comply with local laws, but others choose to use them for their convenience. Here are a few additional benefits to using a commissary kitchen:

Location: If a business has multiple food trucks or carts, a commissary kitchen can provide a central location where they can prep all of their food and then divide it for each truck. When looking for a commissary kitchen, it's important to note its location in relation to a business's customers and its proximity to highways and main roads.



Amenities: Commissary kitchens will provide special amenities for food businesses, such as water and grease disposal, which are essential for meeting health code regulations. When looking at renting commissary kitchen space, a business needs to be sure to check what amenities are and aren't included.

Equipment: Food trucks have limited space, but commissary kitchens have access to a variety of commercial equipment. But, if a food business needs specialized equipment they may have to provide it themselves.

Parking: Commissary kitchens that offer overnight parking are very valuable, especially in big cities where parking is scarce or expensive.

Storage: Space is a big concern in food businesses and kitchens will charge for extra space, so one of the questions a business should ask before deciding on a commissary kitchen is how much storage space a business get, including refrigerated space. This is especially critical when looking for a shared kitchen space, because the limited storage space is split among several different parties.

Yelton and Associates staff visited three Commissary Kitchens to better understand how each operated, what amenities they offered and understand their operating models. The kitchens visited were:



2.1 Blue Ridge Food Venture Asheville, NC



Blue Ridge Food Ventures is an 11,000 sq ft kitchen located on the Enka Campus of Asheville-Buncombe Technical Community College in Asheville, North Carolina. In addition to allowing businesses to create regular food products, the facility also has focused on becoming a natural product manufacturing facility. The kitchen supports product development, government regulatory assistance, equipment for bottling and packaging, advice and other services such as label design.

2.1 Kitchen United Mix Tempe, AZ

The Kitchen United is located in Tempe, Arizona. Its model focuses on housing a variety of restaurants that all focus only on take-out and delivery. They provide marketing assistance and provide capital light expansion space for users to work together. One unique benefit they offer users of their kitchens is a shared workforce. This allows them to provide more hours to their workers.



2.1.2 The Hatchery Chicago, IL

The hatchery is one of the largest commissary kitchens in the United States at 67,000. They offer kitchens, co-working as well as storage space in their facility. The space contains 54 different sized food kitchens as well as on-site business planning and support. Based on ICNC's experience at their incubator over the last 30 years, the team projects that the small business owners who will rent the 54 private commercial kitchens will create or maintain 900 jobs during the first five years. Those jobs will generate \$25 million in pre-tax wages in its first five years of operation.





2. Revisiting Community Needs

Continued conversations with the community showed that the community, while interested in the food center also wanted a broader range of jobs brought to their community. Community leaders and residents wanted better jobs not only for them but also for their youth. This led to conversations with leading educational institutions to determine if a community workforce center could be integrated into the project. The group held many follow up meetings with major educational institutions. The result was an alignment of institutions to determine how they could best use the space together as a group. The institutions who showed the most interest are WestMec, Arizona State University, Maricopa Community College and Grand Canyon University. Interest in running a business incubation program was shown by the Center for Entrepreneurial Innovation at Gateway Community College. Additional non-profit and some for-profit groups also indicated interest.

Community Workforce Centers

A local workforce system encompasses the organizations and activities that prepare people for employment, helps workers advance in their careers, and ensures a skilled workforce exists to support local industry and the local economy over time. This brief explains who a local workforce system serves, the organizations involved, and the functions it performs. This is a useful framework for readers to better understand their own local workforce systems and identify new ways to support their local workforces and economies.

The US economy has improved since the Great Recession, yet adults and young people still struggle to succeed, and employers continue to have difficulty finding qualified job candidates. Although federal policy and national initiatives have sought to address these challenges, much of the action taken to support a strong workforce and improve economic growth is happening locally. In cities and counties around the country, people seek education and skills to improve their job prospects and secure a successful career. Local employers seek workers with the skills necessary to help them operate and grow their businesses. And local leaders seek opportunities to strengthen their economies and communities by building up their workforces and expanding employment opportunities.

To support these efforts, leaders can benefit from learning to navigate their local workforce systems, which often involve complex networks of organizations, industry, government policies, and resources. Understanding local workforce systems can also help local leaders assess how well the needs of their workforces are being met.

This section of the report provides a framework for understanding local workforce systems, including the populations served, key organizations involved, and broad functions performed. It outlines potential strategies local workforce systems can use to prepare individuals for successful careers and connect skilled workers with employers, highlighting specific innovation examples.



The brief concludes with recommended next steps for local leaders and others who want to better understand their own workforce systems.

Introduction

Local leaders encounter many challenges in building and developing their workforces. Some local industries may be experiencing rapid growth while others are declining. More workers with specific skills and credentials to support a particular industry may be needed, but local training providers may not offer relevant programs. Large numbers of adults may lack basic skills or have other personal challenges to work, such as a lack of affordable childcare or adequate transportation. Young people may not be getting the college and career guidance or professional experience they need to prepare them for success in the workplace. A local area could be a single county or city or a larger region involving multiple municipalities, each with its own distinct and complex workforce issues and economic challenges to address. Such characteristics inform the unique nature of local workforce systems.

There is no single source of information for local leaders and other stakeholders to learn what a local workforce system is and how it can support local workforce priorities. Nor is there only one model for how a local workforce system should operate. Keeping these variances in mind, this report is intended as a primer on local workforce systems.

What Is a Local Workforce System?

A local workforce system can be generally defined as the organizations and activities that prepare people for employment, help workers advance in their careers, and ensure a skilled workforce exists to support local industry and the local economy over time. Local workforce systems include various organizations that often perform multiple functions to serve the adults and youth who may need help preparing for and succeeding in the workforce. Strong collaboration among government, local employers and industry, training providers and educational institutions, service and advocacy organizations, philanthropy, and other local organizations is often needed to support and deliver effective workforce services.

How local workforce systems support their workforces varies greatly according to context and priorities. Although both this brief and the workforce development field use “system” to refer to local workforce development activities and organizations, workforce organizations and stakeholders do not necessarily operate in a coordinated and efficient manner, nor do local workforce systems operate under central decisionmaking administrative structures. Additionally, the quantity, quality, and effectiveness of workforce programs and services vary widely from place to place.

The Current Policy and Funding Context



The policy and funding landscape affects how local leaders plan for and organize their local workforce systems. The Workforce Innovation and Opportunity Act of 2014 is shaping the future of workforce development and creating opportunities for more effective and inclusive workforce systems by encouraging such approaches as career pathways and sector strategies. In addition, scarce government and employer resources may lead local leaders to seek new or leverage other funding.

Workforce Innovation and Opportunity Act

To understand local workforce systems, it is useful to understand the government-funded programs and services that are part of any local workforce system. Local workforce programs and activities are often coordinated through the state and local structures created by the Workforce Innovation and Opportunity Act (WIOA). Under WIOA, local workforce development boards (WDBs) administer the core workforce programs offered, with guidance and oversight from state workforce agencies. Workforce development boards also coordinate with a range of other publicly funded programs (e.g., childcare subsidies, housing, and career and technical education) to ensure workforce customers can access the assistance they need. In addition, WDBs address such issues as skills shortages by engaging employers and industry in preparing workers for available jobs. This structure forms a “patchwork quilt” of programs that is the public workforce system, with the level of services provided, coordination across programs and organizations, and state and local policies differing across the country.

Career Pathways and Sector Strategies

Building on the public workforce system, some local leaders have begun organizing their workforce development efforts around innovative frameworks, such as career pathways and sector strategies. Career pathways prepare workers for employment and support their advancement within high-demand occupations by aligning the efforts of major education, training, and workforce development programs. Career pathways, which can help local leaders improve education and training options, require strong engagement from key state and local partners and stakeholders. Sector strategies focus on the local or regional workforce needs of a particular industry and are led by intermediary organizations that bring multiple stakeholders together. Sector strategies aim to increase the competitiveness of the industry and advance the employment of low- and middle-income workers.

The Workforce Innovation and Opportunity Act encourages the implementation of career pathways and sector strategies, and the two approaches overlap. Both frameworks include partnerships (especially with employers) as a vital component, engage both state and local partners to achieve their goals, and address the skill needs of local populations. However, career pathways align education and training for multiple occupations and industries, while sector strategies generally address workforce needs—both identifying and training workers—within



one industry. When considering one framework or aspects of both, local leaders need to understand their particular workforce issues, especially the skill levels of their populations, the skill needs of employers within and across industries, and the workforce development programs and services in their area.

Funding for Local Workforce Systems

Local workforce systems leverage federal resources with other government and community resources to serve needs that go beyond employment and training services. To provide funding and resources for their workforce systems, local leaders and other stakeholders need to understand the national funding landscape. Changes in government funding, employer dynamics, and the broader economy have affected local workforce systems. A long-term decline in federal workforce funding in real dollars (despite short-term increases following the 2008 recession), coupled with an increased demand for workforce services in the wake of the Great Recession, has strained public workforce programs.

A simultaneous decline in state education funding, especially for higher education, has also affected the ability of local areas to address needs, especially with community colleges serving as major education and training providers. During the Great Recession, states cut higher education funding. Community and technical colleges, which already had smaller allocations than four-year institutions, saw particularly large cuts in state funding. At that same time, two-year college enrollments jumped, as many young people and adults facing difficult job prospects opted to go back to school. Some states have restored funding since the recession, and enrollment has leveled off, but community and technical colleges remain underfunded and may not have the capacity to better serve their students, employers, and local community.

Another challenge is that employer-provided training, a primary way an individual learn skills and advance in their careers, has fallen off in the past two decades. According to national data, the percentage of workers receiving employer-provided training increased steadily from the early 1980s to the mid-1990s. This increase may have stemmed from rapid technological changes related to the rise of the Internet and personal computers, or from an increase in corporate profits, or from a shift in corporate culture toward embracing continual learning. Starting in 1996, this trend reversed. Between 1996 and 2008, the share of workers receiving employer-sponsored training declined from 19.4 to 11.2 percent, and the share of workers receiving on-the-job training decreased from 13.1 to 8.4 percent. This loss of employer-provided training may lead additional job seekers or current workers to rely on other training providers in the local workforce system in order to improve their skills and gain new credentials.

With these challenges to funding local workforce systems, many local leaders and workforce stakeholders are looking for new sources of funding and resources, such as foundation grants and employer-led initiatives, to support local workforce development.



Who Does a Local Workforce System Serve?

Building a strong workforce requires local leaders and stakeholders to understand who lives and works in their communities. A wide range of people can benefit from the programs and services provided through local workforce systems, from youth and adults with multiple barriers to success in training and the workplace to midcareer workers needing a skills upgrade. That said, four broad categories of individuals are typically served by local workforce systems. Though local workforce systems offer programs and services to all four groups, some may prioritize addressing challenges faced by certain populations. In addition, individuals often fall into more than one of these broad categories.

Youth

All local workforce systems serve young people—generally those ages 14–24, but sometimes younger. Over 100,000 youth, most of them low-income, received WIOA-funded services from April 2014 to March 2015. Youth receiving services may or may not be enrolled in formal education. They may be in high school and want to learn about different occupations and what they need to pursue a particular career path. They may have fallen behind in their education or have dropped out of high school. Some are not in school or not working, even in their early 20s. Some may come from disadvantaged backgrounds and need extra supports and guidance to complete their education, gain skills, or find work.

Individuals with Personal Challenges to Work

People’s lives are complicated, and these complications may make it difficult for some individuals to work as much as they want or need to, or to find or keep a job. Some may have young children and experience difficulty accessing affordable and safe childcare. Others may have mental health or substance abuse issues, or criminal histories that make it difficult to find work. Others may have little to no work experience and need help developing job readiness by learning skills to find jobs and succeed in the workplace (e.g., communication and critical thinking skills, appropriate workplace behaviors). Still others may have language barriers and need assistance navigating the job market or finding an appropriate training program. Adults and young people can face many different challenges, and they often face multiple challenges. Therefore, local workforce systems must coordinate among the various agencies and organizations offering support services and other resources to help individuals with personal challenges successfully participate in the workforce.

Adults in Need of Basic Skills

In 2014, nearly 12 percent of US adults ages 25 and older had less than a high school education.⁴ These adults may be working, but their jobs are often low wage with few opportunities for advancement. Others may have difficulty finding any work at all. These adults



are more vulnerable to downturns in the local economy; after the Great Recession, adults with no high school credentials were hit hardest by job losses. In addition, many high school graduates need to take remedial or developmental courses before entering programs of study at local colleges, prolonging their educational timeline and decreasing their chances of completion. Some employers may provide opportunities in the workplace for workers to improve basic skills. Many local workforce systems employ innovative strategies to address the needs of adults with low basic skills, including programs that accelerate learning to enter particular occupations in a shorter time frame.

Workers Seeking Career Changes Advancement

During their working lives, adults may change careers either by choice or because of a job loss. These individuals may need assistance finding a new job in their chosen occupation or may need new skills to find different work. Workers may also need help advancing in their current job or career. Community colleges offer continuing education opportunities for the currently employed to advance their careers. Additionally, local workforce systems may work with employers to train employees in new skills either for their current positions or to help them advance within the company.

Although this framework focuses on the current and future workers served by the local workforce system, employers can also be customers, especially where sector strategies or human resource needs are concerned. For instance, employers may use the workforce system to identify or train skilled workers to fill particular positions. This function helps employers while supporting job seekers' goals. In this way, the goals of local employers can be consistent with the goals of individual workers. However, since employer goals occur at the organizational level and must take production and profit margins into consideration, they do not always align with job seekers' goals.

Which Organizations Can Be Part of a Local Workforce System?

There are a number of organizations who serve job seekers, current workers, and youth as part of local workforce systems. As key actors in the workforce system, these organizations perform multiple functions and take on multiple and varying roles, depending on local context, including population demographics, workforce priorities, and resources. Organizations involved in the workforce system fall into four broad categories:

- (1) government and the public sector;
- (2) nonprofits and collaborative entities;
- (3) employers, industry, and workforce; and
- (4) education and training providers.



Government and the Public Sector

Governmental and public-sector agencies and organizations play a significant role in local workforce systems. They receive funding and oversight from federal, state, and county or city governments. A local workforce system may include the following agencies and organizations: American Job Centers. Located in urban, suburban, and rural areas across the country, American Job Centers provide a comprehensive array of employment-related services. These nearly 3,000 centers, funded by WIOA and other partner programs, are the face of the public workforce system nationwide.⁵ Although known as American Job Centers nationally, specific locations often have different names and are run by different entities, including government agencies, local and regional nonprofit organizations, and for-profit organizations.

Workforce development boards. State and local WDBs administer WIOA funding for workforce development programs, assess the needs of the state or local economy, and oversee the public workforce system.

Public libraries. Public libraries offer free, convenient locations for people to access such resources as computers and high-speed Internet. They may also offer workforce-related programs and services. **Public social service agencies.** Local social service offices offer key supports for low-income workers, such as food assistance and subsidized childcare.

Economic development agencies. States, as well as many local governments, have economic development agencies focused on helping new and established businesses start up, expand, and prosper.

Elected officials. Mayors, city council members, public school superintendents, and others play roles in the workforce system. These officials often lead or champion youth employment programs and other workforce initiatives.

Local, state, and federal governments. Each level of government creates laws and policies and makes funding decisions that affect local workforce systems.

Nonprofits and Collaborative Entities

Organizations from the nonprofit sector are playing an increasingly significant role in the workforce system as more public–private partnerships emerge. Many nonprofit entities spanning a wide range of activities are involved in local workforce systems. Collaborative entities that bring various workforce system organizations together also play important roles form part of this group. A local workforce system may include the following nonprofits and collaborative entities: **Community- and faith-based organizations.** These locally based nonprofits provide a wide variety of workforce-related services, such as job readiness courses (e.g., résumé building, communication skills), job training, and supportive services such as temporary shelter and food assistance. These organizations may be contracted service providers for local WDBs.



Foundations and philanthropic organizations. Foundations and philanthropists provide financial resources mainly through grants to workforce programs and organizations; they may also create and provide leadership for local workforce development initiatives.

Workforce service providers. These (usually nonprofit) organizations often operate nation-, state-, or regionwide and perform various functions, including serving as contracted American Job Centers to carry out the duties of the public workforce system. Services provided may include everything from job search assistance to short-term training programs.

Workforce intermediaries. Partnerships, initiatives, and associations that bring together stakeholders representing the needs of the workforce as well as employers are often referred to as workforce intermediaries. These intermediaries take on various forms to facilitate collaboration among local industries, education and training providers, and nonprofit service providers. Objective third parties are often managers for workforce intermediaries or for specific projects and initiatives within an intermediary organization.

Employers, Industry, and the Workforce

Employers play a critical role in local workforce systems beyond providing jobs, such as creating occupational credentials, training programs, and talent pipelines. Organizations representing the interests of employers or workers, often from particular industries, also play an important role by bringing various organizations with similar needs together. A local workforce system may include the following employer and industry or workforce representatives:

Business and trade associations. These associations include a vast array of global, national, state, or local organizations made up of groups of employers. Members may be employers from different industries operating in the same local area, such as chambers of commerce, or employers from the same industry across a larger geographic region.

Industry organizations. These organizations represent workers in a specific occupation or industry sector. They set occupational standards or practices and advocate on their members' behalf. Industry organizations should not be confused with labor unions, which are governed by specific rules.

Employers. Local businesses often provide information, funding, resources, and training that benefit local workforce systems, but they also act as customers for workforce programs and initiatives that seek to meet local employers' human resources needs.

Labor unions. Labor unions represent the interests of workers in specific professions through collective bargaining with employers. Unions often participate in local workforce collaborative partnerships and provide guidance and training for workers.

Staffing agencies. Staffing agencies support the workforce and employers' human resources departments by placing skilled workers in temporary or permanent jobs. Employers often contract with the same "temp agency" to meet all their short-term position needs.

Education and Training Providers

Education and training providers may be public, nonprofit, or for-profit; they have their own category in this framework because they play such a large role in local workforce systems. These organizations include a wide range of institutions and organizations providing a diverse array of academic and occupational programs. They may be part of the formal education system, such as high schools and degree-granting colleges and universities, or they may be for-profit companies that provide short-term technical training. Some government and public-sector organizations; nonprofits and collaborative entities; and employer, industry, and workforce groups listed earlier provide education and training programs in addition to their other roles. A local workforce system may include the following education and training providers:

Two-year colleges. These institutions confer associate's or two-year degrees as their highest educational award, but they also may award certificates for programs that last from only a few days or weeks to those that take more than a year to complete. Two-year institutions are mostly public community and technical colleges, but they may also be nonprofit or for-profit schools. Two-year colleges can provide federal financial aid to students that meet eligibility requirements and may receive federal funding to support career and technical education programs. For example, Pell grants are a major source of tuition funding for training programs at community colleges.

Four-year colleges and universities. These institutions primarily award four-year and often graduate degrees and certificates. As with two-year institutions, four-year colleges and universities can be public, private, nonprofit, or for-profit; they also can provide federal financial aid to students. Many two-year college students seek to transfer to four-year institutions to complete four-year degree programs.

K–12 public school districts. Public and charter schools play a critical role in preparing youth for the workforce through such avenues as career and technical education programs as well as traditional academic preparation for college. They can also partner with youth programs, such as summer jobs and industry-focused career exploration.

Nondegree education and training providers. Many education and training providers offer programs that do not award credits or lead to degrees but provide industry-recognized credentials for occupational training. Nondegree education and training providers range from privately owned technical colleges to industry trade schools.



Adult education providers. Some education programs teach basic competencies or other essential skills people may need to enter a more advanced education or training program. The programs taught by these providers include adult basic education, high school equivalency or GED classes, and English language instruction.

What Does a Local Workforce System Do?

The many activities of a local workforce system can be grouped into seven major functions. The overarching goal—preparing people for successful careers and connecting skilled workers with employers to improve economic growth—anchors and informs these seven major functions:

- provide employment services
- provide education and training
- offer supportive services
- support employers' human resources needs
- develop and coordinate workforce strategies and policies
- provide funding and resources to support the system
- improve job quality and access

Key organizations in a particular local workforce system may prioritize certain functions, programs, and activities over others. And as local needs and resources change, the focus may shift. The first four functions can be generally described as services that the system provides to individuals and organizations; the last three functions are more strategic. Some functions overlap, and elements of the potential strategies can contribute to more than one function.

Provide Employment Services

Unemployed and underemployed people, as well as workers seeking career changes or advancement, often need help finding and retaining good jobs or advancing in their careers. Additionally, youth often need help finding and navigating information about careers and the labor market. People with little or no work experience may need to learn “soft” skills such as teamwork, critical thinking, and communication. Four strategies to provide employment services are listed below.

American Job Centers provide job seekers with “one-stop” services including local labor market information, job listings, counseling, and assessment to help people find new employment, as well as job training. Customers may include people who have been laid off and need reemployment services, and those who are new to or less experienced in the workforce. Staff may also connect customers to other programs such as unemployment insurance, veterans' programs, and vocational rehabilitation services.

Public libraries host job clubs where small groups of job seekers meet regularly to share experiences and contacts while benefiting from peer support.

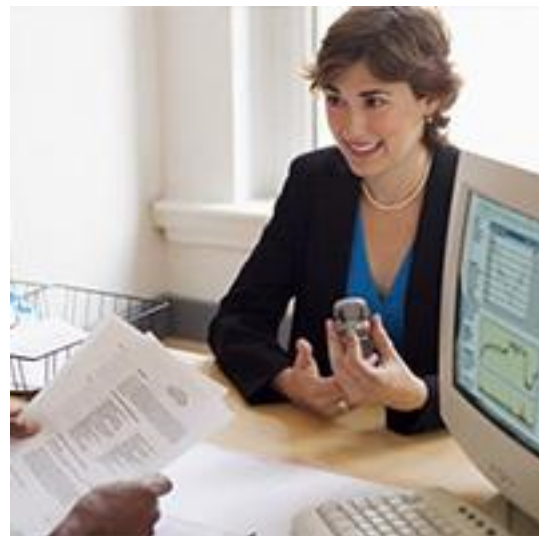
Workforce development boards contract with community- and faith-based organizations to create and staff career centers for particular populations, such as older workers or immigrants, where individuals can get assistance with job applications and résumés, and find out about training and career opportunities.

Workforce service providers facilitate job-readiness and soft-skills programs to prepare inexperienced workers for job interviews and workplace behaviors.

Workforce Center Case Study 1

Phoenix Works

Phoenix Works operates Workforce Connection Centers that provide employment, education, & training services all in one place. There are other community organizations that assist specific & general populations with workforce needs.



Workforce Connection Locations

Learn about employment, classroom training, on-the-job training, job searching, job readiness assistance, educational and vocational programs, and program partners at Arizona@ Work locations. Community Workforce Resources

Access a variety of general resources & services to help you be better prepared for your job search at a Phoenix Public Library location.

Receive workforce assistance at St. Joseph the Worker targeted to low-income & homeless populations through specialized Job Development, targeted workforce services for previously incarcerated individuals, job readiness workshops, and other related services.

Learn about career guidance and workforce assistance for women at Fresh Start Women's Foundation.

Learn about case management, career services, training workshops, & focused assistance on special populations (veterans, homeless, ex-offenders, 50+, minorities etc..) at AWEE Arizona Women's Education & Employment.



Learn about services for individuals living at the Central Arizona Shelter Services campus at CASS
Learn about workforce assistance & support to persons with disabilities at Ability 360 and Arizona Rehabilitation Services.

Goodwill My Career Advisor is a unique platform, including live chat, which is designed to help with career services such as:

Resume & Cover Letter Builders

Resume Feedback

Training Modules

Employment Opportunities

Veterans Workforce Help

Visit the U.S. Department of Veterans Affairs to learn about education & training benefits available to U.S. veterans. In Phoenix, contact a local office for personal assistance, and/or contact their homeless veterans Supportive Services for Veterans Families Program for other supportive needs.

Use a military skills translator, resume builder, and personalized job portal that is available to all members, veterans and their families at the Arizona Coalition for Military Families.

Visit the East Valley Veterans Educational Center to receive assistance with applying for VA benefits, attending employment & workforce development workshops, & receiving community resource referrals.

Visit the U.S. Vets to receive transitional assistance for military veterans & their families through provision of housing, counseling, career development & comprehensive support.

Visit Central Arizona Shelter Services to receive employment services available to homeless veterans, along with other life skills support, & transition assistance.

Youth Workforce Resources

Friendly House: Offers services for youth which include: Early Childhood Development Center, Workforce Development, Family Immigration Services, College & Career Readiness Program, Parent Education & Drug Prevention, and Emergency Supportive Services.

Youth Workforce Services: Provides employment and education services to low-income, disconnected youth ages 14-21 in Maricopa County. Check with Arizona@Work to determine eligibility.

Year Up: Offers support, mentorship, and guidance to help youth get the skills they need for the career they desire. This program also offers a stipend for students in the program.



Workforce Center Case Study 2

Workforce Arizona Council (The Council)

The Workforce Arizona Council is responsible for implementing the Governor's strategic vision for a robust and effective workforce system in the State of Arizona. Consisting of industry leaders in private business, community and labor organizations, local and state government agencies, and members of the State's legislature, the Council serves as a guiding force towards a stronger Arizona workforce and labor market. The Council receives its authority from the Workforce Innovation and Opportunity Act which was passed by the Federal legislature in 2014 by a large bipartisan majority. This act signaled a nationwide push to "put Americans back to work" and Arizona aims to be at the forefront of this enormous effort. By guiding and supporting the Arizona Workforce System in the implementation of Governor Doug Ducey's vision for Arizona, the Workforce Arizona Council is helping to make a stronger Arizona.

The Workforce Arizona Council is comprised of four (4) standing committees and two (2) workgroups. The four committees and two workgroups are comprised of only members of the Council itself. The standing committees and workgroups are:

- Performance Excellence Committee
- Strategic Communications and Partnerships Committee
- Quality Workforce Committee
- Measuring Effectiveness Committee
- Executive Committee
- Council Bylaws Workgroup
- State Plan Workgroup

Workforce Center Case Study 3

Arizona@Work

ARIZONA@WORK serves job seekers of all backgrounds, all skill levels—and all ages. Whether you're an adult with years of job experience or seeking a new career path, we can put our programs and services to work for you. And if you're a young person looking to find employment, get job training or further your education, we're here for you too!

ARIZONA@WORK also partners with employers to meet their workforce needs. With locally based services, we have the network to connect people and jobs. By helping businesses succeed and grow, we lay the groundwork for a stronger Arizona economy. And by sharing the solutions you need to find the right employees—right here, right now—we're committed to real teamwork with you.

JOB SEEKERS

From career counseling and skills development to comprehensive job search and placement services, there are many ways we can help find the right employment opportunity for you.

JOB SEEKER CONTACTS

Contact one of our local area representatives to learn more about what ARIZONA@WORK can do for you.

EMPLOYER RESOURCES

With locally based services, we have the network to connect people and jobs. By helping businesses succeed and grow, we lay the groundwork for a stronger Arizona economy.

Workforce Center Case Study 4

The Northeastern Arizona Workforce Development Board’s Strategic Vision for preparing an educated and skilled workforce inclusive of youth and individuals with barriers to employment in order to support the local area economic growth and economic self-sufficiency is to build economic success for business and workers through workforce development partnerships.

Workforce Center Case Study 5

New Community Workforce Development Center Awarded National Accreditation





New Community Workforce Development Center Director Rodney Brutton holds the certificate of accreditation awarded to the school by the Commission of the Council on Occupational Education. He's surrounded by students and staff members.

New Community Workforce Development Center has been awarded accreditation by the Commission of the Council on Occupational Education (COE), a nonprofit organization that grants institutional accreditation recognized by the U.S. Department of Education.

"This validates our career and technical programs, it ensures our connections to employers and it enables interested applicants to apply for Title IV financial aid assistance," said New Community Workforce Development Center Director Rodney Brutton. "It really means that students who are interested in our programs should feel confident that New Community Workforce Development Center offers programs that are relevant, have been vetted and have been proven to be useful and successful. It adds value to our work and credibility by an independent evaluator."

"Receiving accreditation is a great accomplishment. It shows that New Community Workforce Development Center offers robust programs and is recognized as a professional organization and gives our graduates credibility when seeking a job," said New Community Corporation CEO Richard Rohrman. "This designation also ensures that students have access to federal financial aid, allowing us to serve even more individuals."

The accreditation process is extensive. New Community Workforce Development Center began its required institutional self-study in March 2016 and submitted it to COE in September 2017. It underwent a COE team visit in December 2017 and commission members voted to grant accreditation Feb. 19, 2018. The school received notice of the decision March 14.

"It was an entire team effort to produce an institutional self-study report, which consisted of a 1,400-page document with exhibits," Brutton said. "We were able to demonstrate and document the institution's compliance."

The self-study addressed 10 COE standards, which each had specific criteria to meet.

Gregory Garrett and Paul Fair, representing the Council on Occupational Education; New Community Workforce Development Center Director Rodney Brutton; NCC Board of Directors Member Dr. Zachary Yamba; and NCC CEO Richard Rohrman, left to right, participate in a breakfast meeting that was part of the Council on Occupational Education site visit in December. For the team visit in December, New Community Workforce Development Center hosted two COE representatives: Paul Fair and Gregory Garrett. Those evaluators met with New Community Corporation senior administration, Workforce Development Center instructional staff and students and toured the main building and two training centers.

COE has granted accreditation to New Community Workforce Development Center for six years, the maximum length of time. The school is scheduled to go through the reaffirmation process, including a team visit, in 2023.



“Receiving accreditation denotes that an institution has undergone an extensive self-study and team review process and has been judged by the Commission as meeting its Standards and Conditions for accreditation,” according to COE.

COE currently has more than 500 institutional members, which include post-secondary public technical institutes, specialized military and national defense schools, Job Corps Centers, private career schools, nonprofit technical education providers, corporate and industry education units and federal agency institutions.

Brutton believes cost and the location of training centers sets New Community Workforce Development Center apart from other schools. “It’s affordably priced as opposed to our competitors and easily accessible with mass transit,” he said.

There are plans to grow New Community Workforce Development Center program offerings. Brutton said the school plans to offer a Microsoft Office Computer Specialist program and Diesel Technician program in the latter part of 2018.

New Community Workforce Development Center is an accredited post-secondary career and technical school that offers the following programs: Automotive Technician, Building Trades Specialist, Clinical Medical Assistant, Culinary Arts Specialist and Patient Care Technician. There are no residency requirements for enrollment.



4. Possible Community Partners

4.1 Maricopa Community College

MCCCD Institutional Effectiveness positively impacts student and organizational success by ensuring stakeholders have access to meaningful, reliable and timely analytics that empower informed decision-making and drive strategy.

Core to our purpose is the concept of providing access to analytics for our stakeholders and this fundamentally means providing access to:

- The science of logical analysis
- The analysis of large sets of academic and business data
- The patterns and other meaningful information gathered from the analysis of data

4.2 Arizona State University

Recognized by U.S. News & World Report as the country's most innovative school, Arizona State University is where students and faculty work with NASA to develop, advance and lead innovations in space exploration.

This is where Nobel laureates and Pulitzer Prize winners teach master learners. This is where nationally ranked and internationally ranked programs prepare next-generation innovators to thrive while advancing pioneering research, strategic partnerships, entrepreneurship and economic development.

ASU's nationally ranked programs inspire the top-qualified graduates and have positioned the university as a "top-tier" recruiting and hiring institution by more than 50 of the country's top corporations, according to professional recruiters and rankings services around the world.

ASU graduates more than 20,000 thinkers, innovators and master learners every year. Take a deeper look at how ASU is building the next generation of leaders.

4.3 WestMec

Western Maricopa Education Center (West-MEC) is a public school district dedicated to providing innovative career and technical education (CTE) programs that prepare students to enter the workforce and pursue continuing education. West-MEC CTE programs provide students opportunities to earn college credit and industry credentials.

4.4 Canyon Ventures Grand Canyon University

Connecting startup entrepreneurs

Located on the Opportunity Zone of West Phoenix, Arizona, GCU's Canyon Ventures is a startup business accelerator. Our unique program educates, mentors, and connects startup ventures with the right relationships and resources to flourish. Resources that include:

- Proprietary business accelerator program
- Onsite outsourced sales organization
- Onsite media production
- Onsite cyber-security services
- Onsite sales training program
- Onsite equity funding group
- Onsite app, web, and software development

We have the ultimate faith in our community and generously invest to bring energy and excitement into growing businesses.

5. Final Findings

As indicated in the Executive Summary it is recommended that the adaptive reuse of this property be divided up into two phases. Phase One should focus on getting the three educational partners into the facility and focusing on the areas of interest for collaborative education programs attached below. Phase Two should focus on revamping the second 10,000 sq ft building into a 20,000 sq ft Food Innovation Center. Suggested steps are below:

Phase One:

- Complete current evaluation of the property including roof, HVAC, parking lot and other internal components
- Work with educational institutions to finalize programming and shared use of the facility
- Determine with current landlord amount of tenant improvement allowance that will be provided
- Work with building contractor to finalize costs for desired improvements as determined by educational institutions
- Have final per sq ft costs determined and operational costs including final lease costs
- Finalize lead institution and complete agreements with partnering institutions
- Finalize lease with building owner
- Obtain necessary city permits
- Commence construction improvements
- Open facility



YELTON AND ASSOCIATES, LLC

Phase Two:

- Develop floor plan and operation strategy for proposed Food Innovation Center
- Obtain cost estimates for construction
- Work with landlord on tenant improvement allowance
- Determine lead educational or private firm for operations
- Obtain additional funding required
- Obtain necessary city permits
- Commence Construction
- Launch Food Innovation Center



Areas of Interest for Collaborative Education Programs

Program	ASU	MCCCD	
IT	BA Business (information security) BS Applied Computing BAS (individualized concentration) BAS (applied computing concentration)	CCL and AAS	<ul style="list-style-type: none"> <i>Coding</i> • Length • Enrol (63 fir • Certif ○ Fi Te Ce ○ Se In Sp <i>IT Security</i> • Length hrs) • Enrol • Certif ○ Te ○ C ○ C H A ○ C N <i>Coding –</i> • Length hrs) • Enrol • Certif ○ (M Te Ce ○ (C W
Cyber Security	BA Business (information security) BS Applied Computing (cybersecurity)	CCL and AAS	<ul style="list-style-type: none"> • Length • Enrol (46 fir • Certif ○ Te ○ C



	<p>BAS (individualized concentration)</p> <p>BAS (cybersecurity concentration)</p> <p>Cybersecurity Boot Camp</p>		<ul style="list-style-type: none"> ○ C H A ○ C N
Healthcare	<p>BA Biology</p> <p>BA Business (health care)</p> <p>BA Business (information security)</p> <p>BA Environmental Science</p> <p>BA Psychology</p> <p>BS Biology</p> <p>BS Environmental Science</p> <p>BS Health Care Coordination</p> <p>BS Health Entrepreneurship and Innovation</p> <p>BS Health Sciences</p> <p>BS Healthy Sciences (healthy lifestyles coaching)</p> <p>BS Integrative Health</p> <p>BS Medical Studies</p> <p>BS Pharmacology and Toxicology</p> <p>BS Population Health</p>	CCL and AAS	<p><i>Dental As</i></p> <ul style="list-style-type: none"> • Length • Enrol (93 fir • Certif ○ OS ○ An Ba He <p><i>Medical /</i></p> <ul style="list-style-type: none"> • Length ○ OS ○ 2 • Enrol (47 on (132 s • Certif ○ OS ○ An Ba He ○ Ce ○ Re As Ce As <p><i>Nursing</i></p> <ul style="list-style-type: none"> • Length • Capa • Certif ○ OS ○ An Ba He



	<p>BS Psychology</p> <p>BAS (individualized concentration)</p> <p>BAS (cellular and molecular biology research)</p> <p>BAS (community health concentration)</p> <p>BAS (health entrepreneurship and innovation)</p> <p>BAS (health sciences)</p> <p>BAS (healthcare compliance and regulations concentration)</p> <p>BAS (health care coordination concentration)</p> <p>BAS (health innovation concentration)</p> <p>BAS (integrative health concentration)</p> <p>BAS (psychology concentration)</p>		<ul style="list-style-type: none"> ○ (C As <i>Pharmac</i> • Length • Enrol • Certif ○ OS ○ (P Ce <i>Pharmac</i> • Length hours • Enrol • Certif ○ (P Ce
Biosciences	<p>BA Biology</p> <p>BA Environmental Science</p> <p>BS Biology</p>	CCL and AAS	<ul style="list-style-type: none"> • Length • Enrol (22 fir • Certif ○ OS



	<p>BS Biotechnology and Bioenterprise</p> <p>BS Environmental Science</p> <p>BS Pharmacology and Toxicology</p> <p>BAS (individualized concentration)</p> <p>BAS (pre-vet concentration)</p> <p>BAS (biology concentration)</p>		<ul style="list-style-type: none"> ○ (B As Ex
Nutrition	<p>BA Biology</p> <p>BS Biology</p> <p>BS Health Sciences (healthy lifestyles coaching)</p> <p>BAS (individualized concentration)</p>	CCL and AAS	
LabForce			
Forensic Science	<p>BS Computational Forensics</p> <p>BS Forensic Science</p> <p>BAS (individualized concentration)</p> <p>BAS (forensic science concentration)</p>		
Law & Public Safety	<p>BA Business (sustainability)</p> <p>BA Community Advocacy and Social Policy</p>	CCL and AAS	<ul style="list-style-type: none"> • Length • Enrol (40 fir • Certif



	<p>BA Conflict Resolution</p> <p>BA Disability Studies</p> <p>BA Environmental Science</p> <p>BA Forensic Psychology</p> <p>BA Political Science</p> <p>BA Social Justice and Human Rights</p> <p>BS Conflict Resolution</p> <p>BS Criminology and Criminal Justice</p> <p>BS Environmental Science</p> <p>BS Forensic Psychology</p> <p>BS Political Science</p> <p>BS Population Health</p> <p>BSW Social Work</p> <p>BAS (individualized concentration)</p> <p>BAS (justice concentration)</p>		<ul style="list-style-type: none"> ○ AN ○ CR ○ FE ○ Sy ○ (IF ○ Fo ○ O
Business Management	<p>BA Business</p> <p>BA Business (business administration)</p>	CCL AND AAS	



	BA Business (communication)		
	BA Business (global logistics management)		
	BA Business (language and culture)		
	BA Business (Spanish language and culture)		
	BA Business (statistics)		
	BA Conflict Resolution		
	BS International Trade		
	BS Management		
	BS Statistics		
	BGM Global Management		
	BAS (individual concentration)		
	BAS (management leadership concentration)		
	BAS (non-profit management concentration)		
	BAS (public administration concentration)		
	BAS (strategic communication concentration)		



Finance Insurance and Real Estate (FIRE)	BA Business (statistics) BS Accountancy BAS (individualized concentration) BAS (management leadership concentration) BAS (communication concentration)	CCL AND AAS	
HVAC	BAS (individualized concentration)	GCC interested, new program but exists in MCCCCD	<ul style="list-style-type: none"> • Length • Enrol • Certif <ul style="list-style-type: none"> ○ OS ○ (M Co ○ Co ○ EF Ha <p><i>HVAC-R -</i></p> <ul style="list-style-type: none"> • Length hours • Enrol • Certif <ul style="list-style-type: none"> ○ OS ○ Ne ○ EF Ha
Diesel Mechanics	BAS (individualized concentration)	GCC interested, new program	<ul style="list-style-type: none"> • Length • Enrol (21 fir • Certif



			<ul style="list-style-type: none"> ○ (A Ex ○ EF Re
Welding	BAS (individualized concentration)	Classes, CCL	<ul style="list-style-type: none"> • Length • Enrol (48 fir • Certif ○ OS ○ (A Sc ○ (M Co ○ Co <i>Welding</i> • Length hours • Enrol • Certif ○ OS ○ (A Sc ○ (M Co Co &
Food Innovation			
One Stop Shop for Business	BAS (individualized concentration)		
Entrepreneurship/Business Startup	BA Business BA Business (communication) BA Business (sustainability) BS Accountancy BS Biotechnology and Bioenterprise	CCL and AAS	



	BS Health Entrepreneurship and Innovation BAS (individualized concentration)		
Fintech Boot Camp	Fintech Boot Camp (delivered in manner similar to cybersecurity boot camp listed above)		
Quick training certificates to get people working		Individual courses in IT, Nursing Assistant program, and others possible	<i>Insurance</i> <i>Property</i> <ul style="list-style-type: none">• Length• Enrol• LicenCasua <i>Insurance</i> <i>& Health</i> <ul style="list-style-type: none">• Length• Enrol• Licen



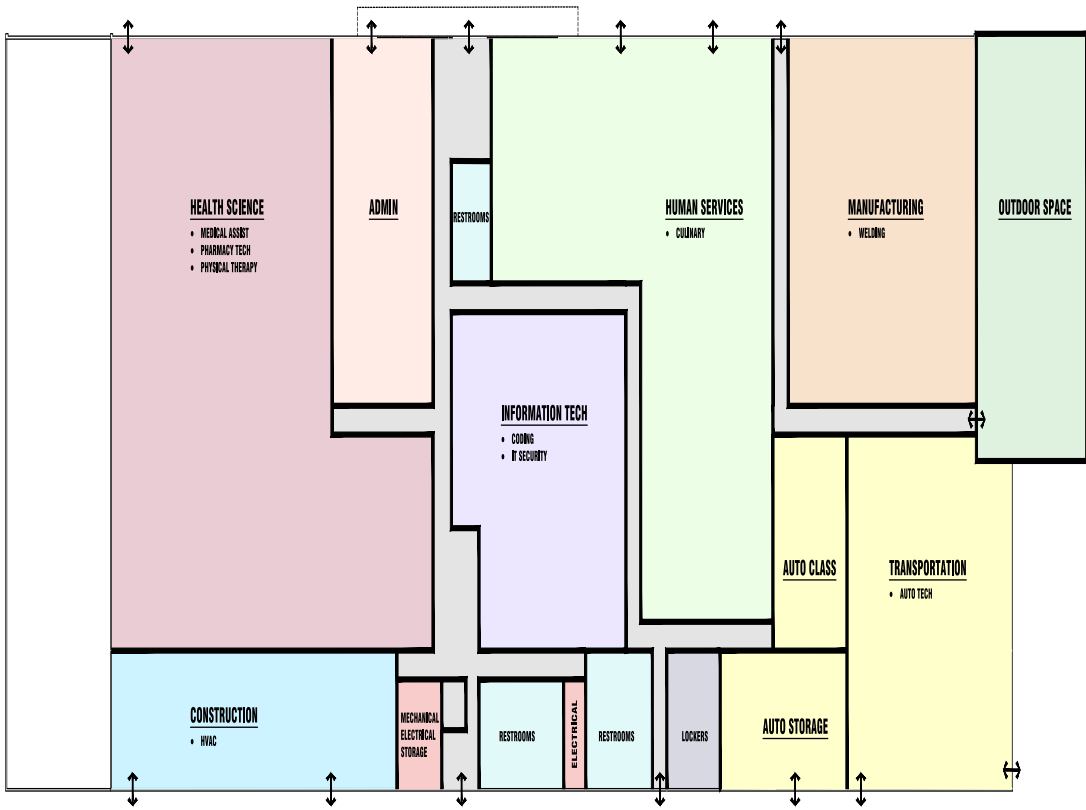
keyed notes

1. REVOTE



Architectural
ARCHITECTURE - INTERIOR - EXTERIOR
3034 N. 48TH AVENUE, SUITE 100
PHOENIX, ARIZONA 85018
850-242-2222

West-MEC
WEST-MEC MECHANICAL ELECTRICAL PLUMBING



TENANT IMPROVEMENTS
WEST-MEC
K-MART REPURPOSE
2526 WEST NORTHERN AVE
PHOENIX, ARIZONA 85261

PROJECT NO.: 20113
DRAWN BY: J. J. JED
CHECKED BY: L. J. JED
DATE: 7-28-20

NO.	DATE	REVISION

NOTES:
1. SEE ALL NOTES ON ALL SHEETS.
2. ALL WORK SHALL BE IN ACCORDANCE WITH THE LATEST EDITIONS OF THE IBC, AS WELL AS ALL APPLICABLE LOCAL, STATE AND FEDERAL CODES.
3. ALL WORK SHALL BE IN ACCORDANCE WITH THE LATEST EDITIONS OF THE IBC, AS WELL AS ALL APPLICABLE LOCAL, STATE AND FEDERAL CODES.
4. ALL WORK SHALL BE IN ACCORDANCE WITH THE LATEST EDITIONS OF THE IBC, AS WELL AS ALL APPLICABLE LOCAL, STATE AND FEDERAL CODES.

Legend

- ① - ROOM
- ② - CORRIDOR
- ③ - MECHANICAL
- ④ - ELECTRICAL
- ⑤ - PLUMBING

DATE: 7/28/20

OVERALL FLOOR PLAN

DATE: 7/28/20

OVERALL FLOOR PLAN

DATE: 7/28/20

OVERALL FLOOR PLAN

DATE: 7/28/20



Programming Budget

September 9th, 2020

Yelton & Associates
4759 N. Central Ave. - #2F
Phoenix, AZ 85012
Attn: Russ Yelton – President

**RE: West-MEC Vocational School
2526 W Northern Avenue, Phoenix, AZ 85051**

Dear Mr. Yelton,

Kinney Construction Services, Inc. (KCS) is pleased to provide the following programming budget for the construction services related to the above referenced project. The services, as described below, is budgeted at **\$15,594,200.00** which includes taxes and fees. See attached breakdown for further detail.

General Understanding of the Project

West - MEC, in collaboration with Yelton & Associates, has requested a budget for the renovation of an old K-Mart facility in North Phoenix into a new educational facility for career training programs for high school and adult students. This budget was based off the West – MEC programming floor plan dated 07.20.20 and Master Space Plan Allocation. KCS expects work to be completed in approximately 7-10 Months from notice to proceed based on long lead items, material availability, and final design. Phasing of work to accommodate early occupancy could be achievable for certain programs.

Scope Clarification & Assumptions

- KCS assumes all work is to be completed during normal working hours, Monday thru Friday.
- KCS will provide necessary management during this scope of work including full time supervision, required safety, temporary protection, and daily cleaning.
- No exterior improvements to parking lot are included at this time
- All FF&E is excluded from this budget and will be provided by others.
- Includes entire gut of existing facility including MEP systems except for main lines that can be salvaged
- Existing underground main sewer to remain. Tie in with new branch lines. Add for new grease trap & oil/water separator.
- Patch back concrete floor as necessary for new underground work.
- Remove portions of existing façade and structure to facilitate new opening. Insert new structural headers/lintels as necessary.
- Assumes roof structure to remain as is. Includes new quick frames for new HVAC openings.
- Minimal amount of millwork throughout. Support areas only for admin, restrooms, and breakroom.
- Existing roof to remain with patches for new curbs and penetrations.
- New exterior doors and glazing will be provided.
- Existing dock area to remain to support construction program.

928 779 2820 O	121 E Birch Ave Ste 500 Flagstaff AZ 86001	ROC145666 B-01
kinneyconstruction.net	3100 N. 3 rd Ave Ste 100 Phoenix AZ 85013	ROC206588 KA



- Mid-level finishes throughout for flooring, ceiling, paint, and millwork.
- New HVAC units with ducted supply and return plenum to support program requirements.
- New plumbing systems to support program requirements including water and compressed air.
- Assumes wet type fire sprinkler throughout except dry type in kitchen area; main riser to remain.
- Includes new SES upgrade and distribution to new panels for program requirements.
- Lighting to be LED throughout. Lay-in style in classrooms and admin areas. Hanging direct/in-direct style in open ceiling areas.

Exclusions:

- Payment and Performance Bonds
- Third Party Inspections
- Permitting
- Hazardous Material Testing & Abatement
- Utility Consumption & Fees.
- Design or Engineering Services

Thank you for this opportunity to provide you with our services. We look forward to a very successful project.

Sincerely,

Michael Thomas



YELTON AND ASSOCIATES, LLC

West-MEC I-17 Corridor Campus
Master Budget
August 5, 2020

Program/Building Type	Area (sq.ft)	Programs	Building Type
Architecture & Construction	6,000	Air Conditioning Technician	
	0	Electrical Trade Specialty	
	0	General Construction Technology	
Total	6,000		
Health Science	0	Biomedical Science	
	0	Biotech	
	0	Dental Assisting	Maybe if we have room
	12,000	Medical Assisting	
	4,500	Pharmacy Technician	
	4,500	Physical Therapy Technician	
Total	21,000		
Veterinary Services	0	Veterinarian Technician	Medical Office/Pens
Total	0		
Information Technology	4,500	Coding	Classroom/Labs
	4,500	IT Security	
Total	9,000		
Transportation, Distribution & Logistics	0	Automotive Collision Technology	High bay industrial/Mezzanine classrooms
	12,000	Automotive Technology	
	0	Aviation Maintenance Technology	
	0	Avionics / Drone Electronics	
	0	Medium / Heavy Diesel Technology	
	0	Powersports Technician	
Total	12,000		
Manufacturing	0	Precision Machining	High bay industrial/Mezzanine classrooms
	10,000	Welding Technology	
Total	10,000		
Human Services	0	Aesthetics	Office/Labs/Classrooms
	24,000	Culinary Principles	
	0	Hairstyling	
Total	24,000		
Law & Public Safety, Corrections & Security	0	Emergency Medical Technician	
	0	Fire Science	
	0	Law, Public Safety & Security	
Total	0		
Science, Technology, Engineering & Math	0	Energy & Industrial Technology	
	0	Environmental Sustainability	
Total	0		
Hospitality	0	Hotel Management	Need curriculum
	0	Tourism	Need curriculum
Total	0		
Other	5,500	Administration	In any professional program
	0	Auditorium	
	0	Warehouse	
	8,700	Circulation, Restroom, Common Area and Mechanical Spaces	In any dirty program
Total	14,200		
Total Campus Building Area	96,200		Does not include FF&E budgets



YELTON AND ASSOCIATES, LLC

MEC- West
 Programming Estimate
 09.09.2020



Program	Area (SF)	\$/SF	Total	Notes
Architecture & Construction (HVAC)	6000	\$ 125.00	\$ 750,000.00	Open lab concept; possibly a classroom. Exposed structure throughout. Cord reels and air drops. Plywood at perimeter walls.
Health Science (Medical Assisting)	12000	\$ 120.00	\$ 1,440,000.00	Denser space with a couple of classrooms and a lab
Health Science (Pharmacy Technician)	4500	\$ 110.00	\$ 495,000.00	Mock-up pharmacy area with open classroom
Health Science (PT Tech)	4500	\$ 100.00	\$ 450,000.00	Open space throughout with typical PT equipment.
Information Technology (Coding)	4500	\$ 100.00	\$ 450,000.00	Mostly classroom space (3 total classrooms) & larger server room for demonstration
Information Technology (Security)	4500	\$ 100.00	\$ 450,000.00	
Transportation (Auto Technology)	12000	\$ 170.00	\$ 2,040,000.00	Two classrooms. Heavy infrastructure for equipment. Includes tool storage and checkout. Exposed structure and cord reels and air drops. Plywood at perimeter walls.
Manufacturing (Welding Technology)	10000	\$ 135.00	\$ 1,350,000.00	Two classrooms with open lab and individual welding stations
Human Services (Culinary)	24000	\$ 237.50	\$ 5,700,000.00	Commercial production kitchen & dining/classroom open area - 50%/50% split for programming
Other (admin)	5500	\$ 75.00	\$ 412,500.00	
Other (circulation, restrooms, mech)	8700	\$ 165.00	\$ 1,435,500.00	
Programming Grand Totals	96200	\$ 155.64	\$ 14,973,000.00	
<i>Misc items - Envelope & Exterior</i>				
Other (roof patching throughout)	96200	\$ 1.00	\$ 96,200.00	
Other (glazing and doors)	1	\$ 85,000.00	\$ 85,000.00	
Other (paint exterior)	1	\$ 40,000.00	\$ 40,000.00	
Other (outdoor space)	5000	\$ 20.00	\$ 100,000.00	
Other (utility infrastructure upgrades)	1	\$ 300,000.00	\$ 300,000.00	
Grand Total Construction Costs	96200	\$ 162.10	\$ 15,594,200.00	





YELTON AND ASSOCIATES, LLC





YELTON AND ASSOCIATES, LLC



INNOVATION 27 - BUILDING REPOSITION

2526 WEST NORTHERN AVENUE - PHOENIX, ARIZONA

BUILDING FEASIBILITY STUDY



April 2021

Gensler

INDEX

- 1** PROJECT INTRODUCTION
- 2** PROJECT CONTEXT
- 3** PROJECT PRECEDENTS
- 4** SITE + BUILDING PROGRAMMING
- 5** CONCEPT IMAGERY
- 6** EXISTING CONDITION ANALYSIS
- 7** ESTIMATE OF PROBABLE CONSTRUCTION COST

1 | PROJECT INTRODUCTION

PROJECT DESCRIPTION

2526 W. Northern Ave, is a place of ConVergence. With a mix of commercial kitchen space, culinary entrepreneurship resources, workshops and classes on technology, security, and business, this will be a place to catalyze and enable the innovative ideas of the surrounding community. These diverse spaces will welcome users of all ages including classrooms and garden spaces to support the education community from K-12 to higher ed, and CTE to co-working spaces for entrepreneurs. Welcoming dining, multi-purpose rooms, plazas, and gardens will welcome the broader community for events and unique culinary exploration experiences. **Un-matched in the valley, 2526 W. Northern Avenue will be a destination for creative, driven, and curious individuals and families from across the state.**

PROJECT INTRODUCTION + PURPOSE

PROGRAM OPPORUNITIES

- Technical labs and research services for food innovation
- Exclusive food production areas
- Cold, dry and frozen storage areas
- Demonstration kitchen
- Co-working and private offices
- Academic classrooms + Tech Labs
- Market test innovation concept
- Public restaurant and retail consumer sales

GOALS

- Jobs for food workers
- Meet community needs
- Educational needs for community
- Consider program with greater impact
- Trade programs, technology, small business development
- Comprehensive program to serve entire population



POTENTIAL PARTNERS

Maricopa Community College

Nutrition and Dietetics
Meat Cutting
CEI
Small Business Development Centers
Adult Education
ESL

Arizona State University

Technology + Innovation
Forensic Science

Northern Arizona University

Nutritional Programming

Grand Canyon University

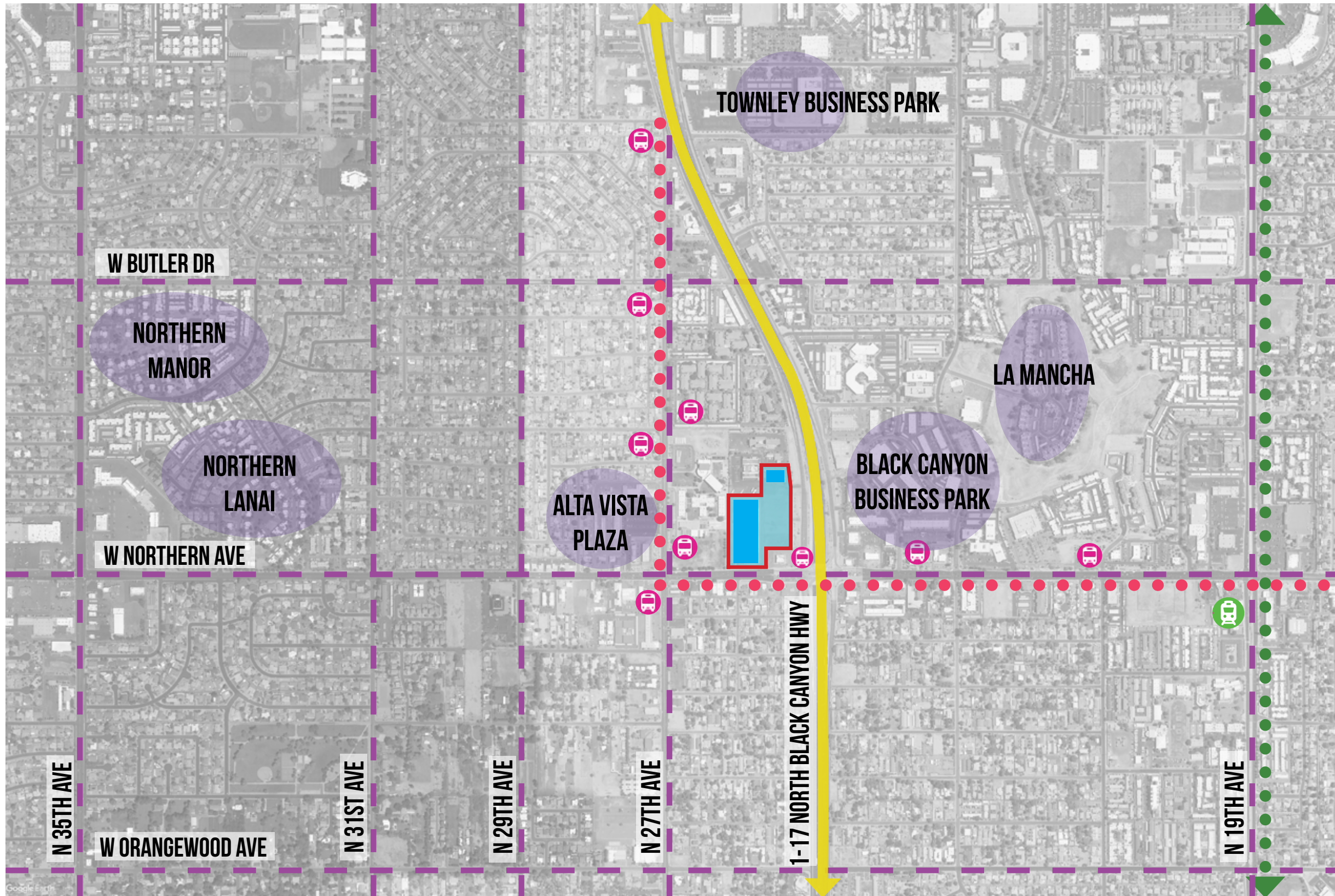
Business Incubation
Food kitchen
Community Garden

Westmec

Aviation
Electronics
Precision manufacturing
IT security
Pharmacy Tech
Adult education

2 | PROJECT CONTEXT

PROJECT CONTEXT | VICINITY



LEGEND

- BUS ROUTE
- LIGHT RAIL ROUTE
- BUS STOP
- LIGHT RAIL STOP

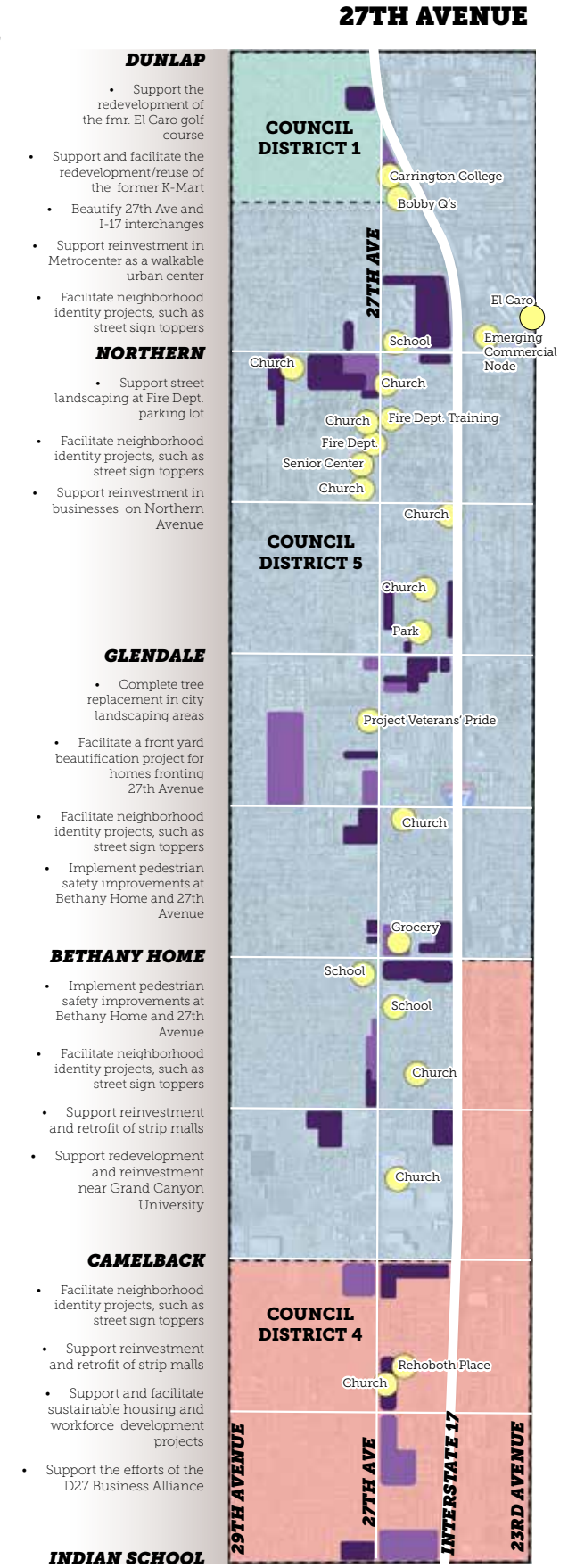


PROJECT CONTEXT | SITE



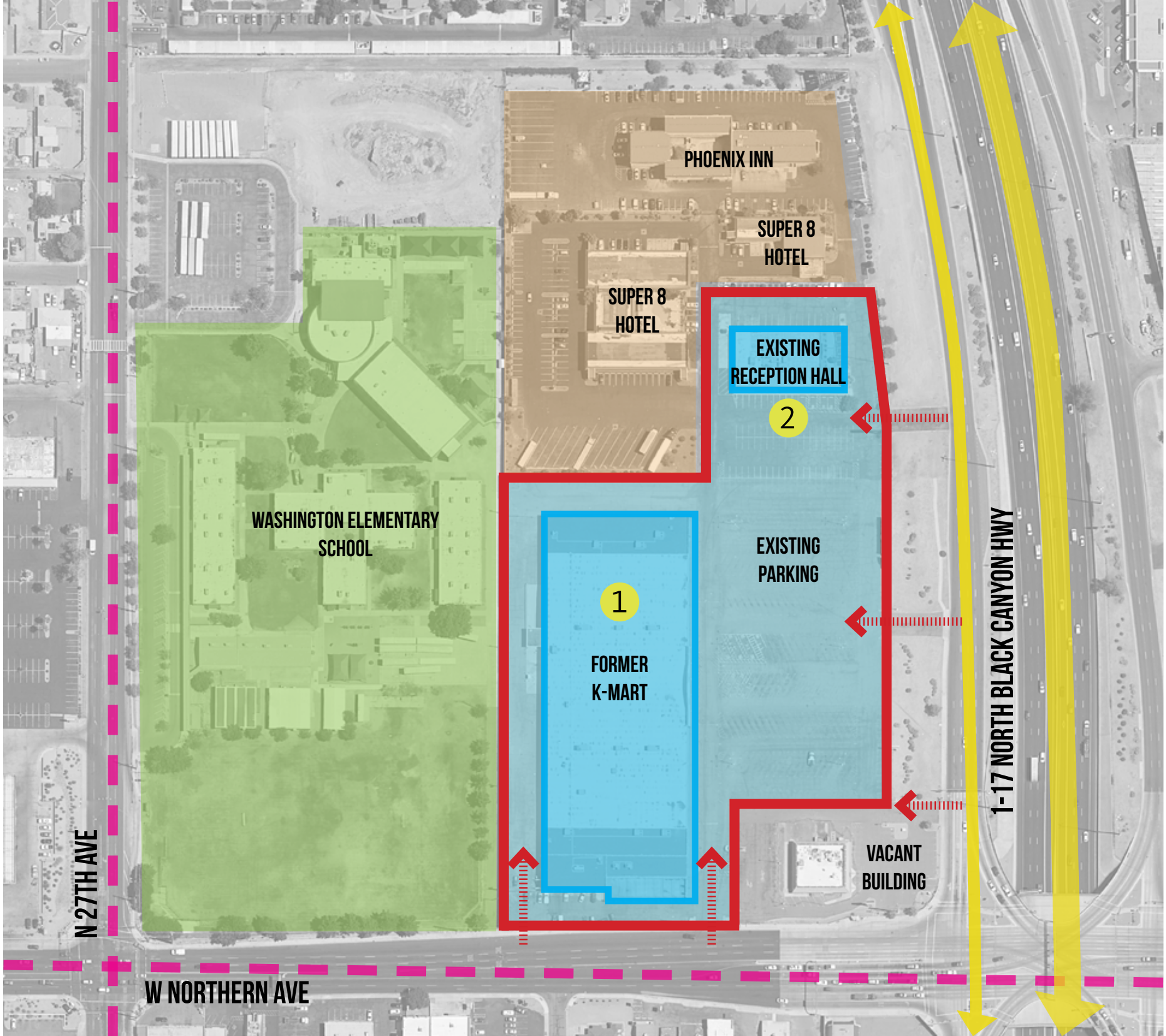
OPPORTUNITY AND ASSET MAP LEGEND

- Neighborhood Identified Assets
- Redevelopment Opportunity
- Retrofit Opportunity



27TH AVENUE THROUGH CORRIDOR BEAUTIFICATION

SITE CONTEXT



PROJECT DATA

Building One (Main Building): 128,270 sq ft
Building Two (Crystal Palace): 10,715 sq ft
10.5 acre parcel
770 linear feet continuous frontage on I-17
420 linear feet along Northern Ave
Opportunity Zone



EXISTING BUILDING | EXTERIOR



EXISTING BUILDING | INTERIOR



3 | PROJECT PRECEDENTS

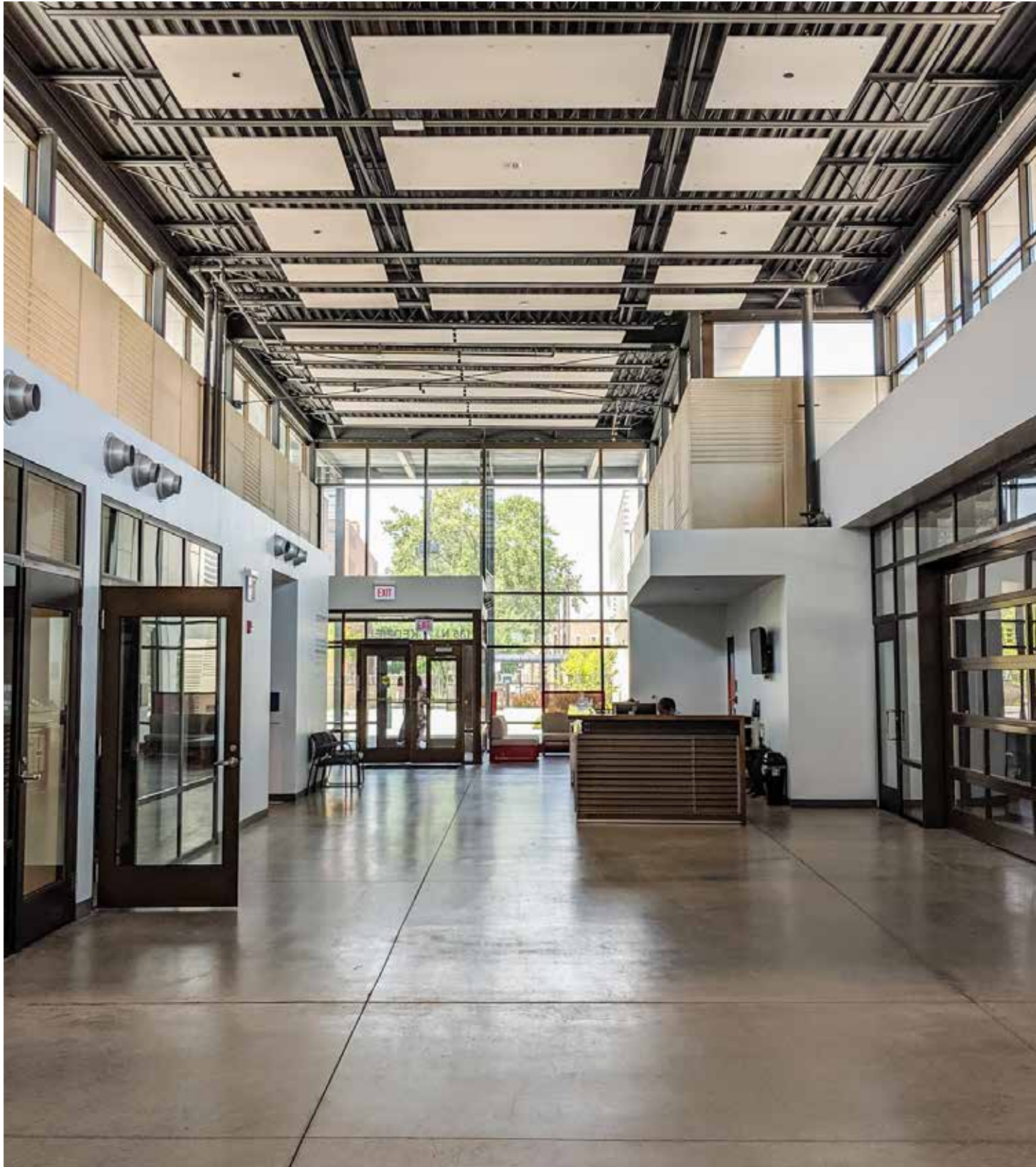
TARTINE MANUFACTORY SAN FRANCISCO, CA



EDIBLE SCHOOLYARD NEW YORK, NY



THE HATCHERY CHICAGO, IL



KITCHEN UNITED MIX SCOTTSDALE, AZ



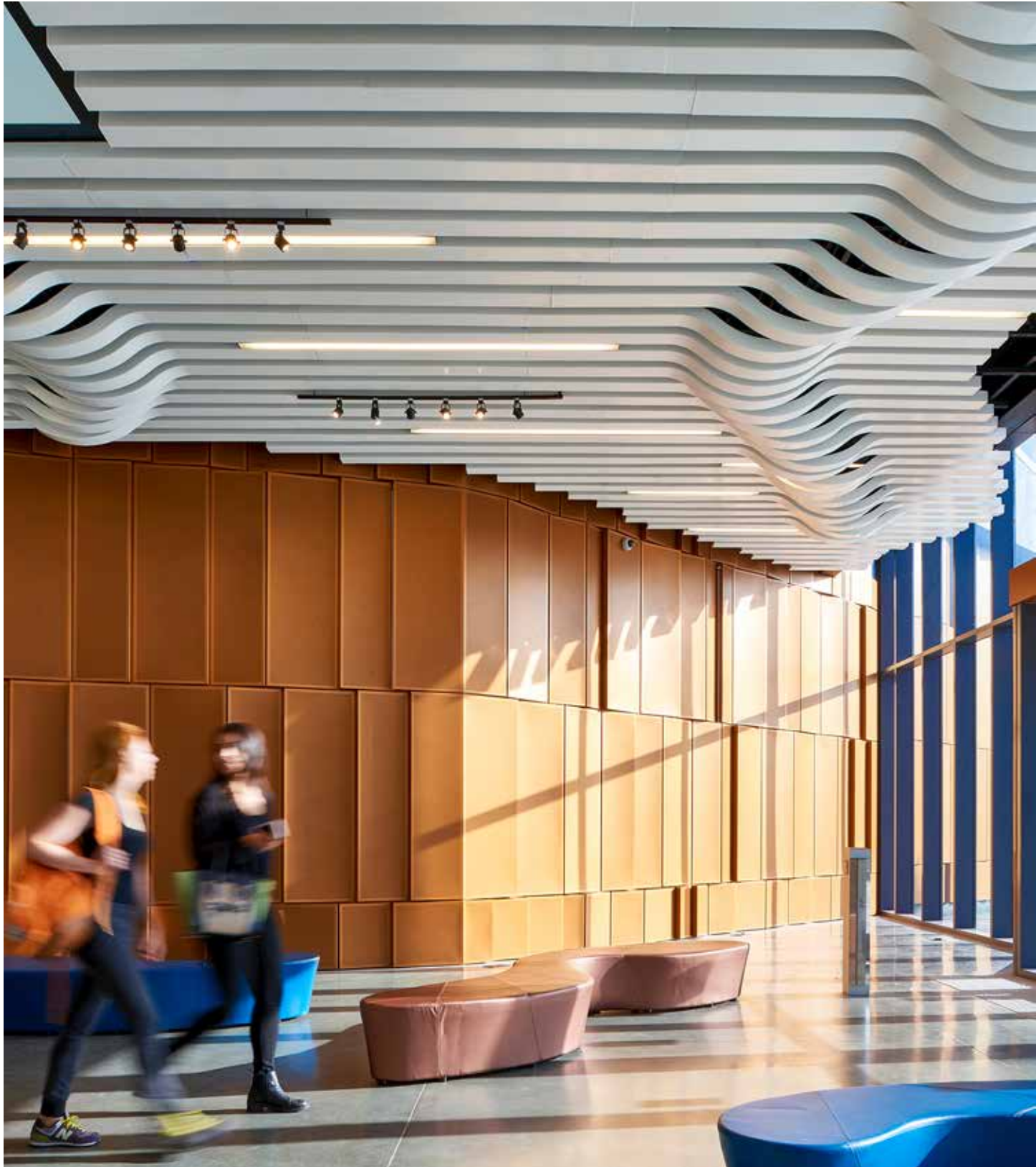
PLUMBERS LOCAL 130 UA TRAINING CENTER

CHICAGO, IL



VENTURA COLLEGE APPLIED SCIENCE CENTER

VENTURA, CA



CBU TROESH ENGINEERING BUILDING

RIVERSIDE, CA










STUDIOS AT MESA CITY CENTER MESA, AZ



4 | SITE + BUILDING PROGRAMMING

CONCEPTUAL PROGRAM DRAFT

COLOR KEY:

	GENERAL BASE BUILDING
	LOBBY / PUBLIC
	PLAZAS / GARDENS
	CAREER TECHNICAL EDU
	GENERAL ACADEMIC
	FOOD INCUBATOR
	ENTREPRENEURSHIP

BUILDING SIZE :

LEVEL 01 - 112,270 SF







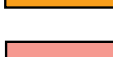
MEZZANINE - 16,000 SF

CRYSTAL PALACE - 10,175 SF

Department	Space	Square Footage	Users	Adjacency Notes	Notes
FOOD INNOVATION CENTER					
Food Innovation Center	Food Lab (nutrition programs)	1500		Adjacent to Commercial Kitchen, Kitchen Garden	
Food Innovation Center	Commercial Kitchen	12000			
Food Innovation Center	Demonstration Kitchen	1000		Adjacent to Multi-Purpose-Room	
Food Innovation Center	Seating for Demonstration Kitchen	1000		Adjacent / Contiguous with Demonstration Kitchen	Could be combined with the Food Lab
Food Innovation Center	Cold Storage	100			
Food Innovation Center	Dry Storage	300			
Food Innovation Center	Walk-in Freezer	100			
Food Innovation Center	Canning/Packaging/ Bagging	750			For food entrepreneurs seeking to sell goods
Food Innovation Center	Rental bays - food innovators (4) at 500 ea	2000			For food entrepreneurus - individual kitchen/ prep rooms
Food Innovation Center	Multi-Purpose-Room	3000		Adjacent to main entry	
Food Innovation Center	Roastery / or Fermenters	750			Potential roasters for coffee entrepreneurs - or brewers - special MEP requirements
Food Innovation Center	Tasting room / Conference	350			Private events or tasting room
Food Innovation Center	Servery / Dining	2000			Dining / Servery
Food Innovation Center	Small retail / coffee	700			Coffee - adjacent to Lobby and MPR - separate from Dining
Food Innovation Center	Additional retail or restaruant	2000			Optional larger additional restaurant
Food Innovation Center	Market / Retail	1200			Adjacent to Entry
DEPARTMENT SUBTOTAL			28750		
ENTREPRENEURSHIP AND WORKPLACE					
Entrepreneurship Center	Offices (12)	960	Food Innovation Center staff, Visiting scholars or professors, Entrepreneurship Center		Private offices 10x12 with desks or lounge set up
Entrepreneurship Center	Workstations / Co-Working (40)	1440	Food Innovation Center staff, Visiting scholars or professors, Entrepreneurship Center		(40) benching type 6x6 workstations - un-assigned
Entrepreneurship Center	Huddle rooms - 4- person	720			(6) at 120 sf same module as offices
Entrepreneurship Center	Focus pods - 1 or 2 person	384			(6) at 8x8
Entrepreneurship Center	12-person conference (2)	600			(2) at 15x20
Entrepreneurship Center	Project rooms (2) at 500 sf ea	1000		Adjacent to Work - Café	rooms for teams at the entrepreneurship center - private for concerns about intellectual property
Entrepreneurship Center	Work-Café (Pantry)	500			
Entrepreneurship Center	Lockers	100		Could be out in the open - use as a divider	(40)Lockers for day-use or rental by co-working members - double tier - a few full ht
Entrepreneurship Center	Storage	250			
DEPARTMENT SUBTOTAL			5954		
GENERAL EDUCATION					
Shared Education	Lab (anatomy and physiology, Lower division chem, and bio) (2) at 1400 sf	2800	ASU/MCCCD/ West Mec/ Highschools		note there were requests for support for nursing programs, biology and environmental science (1200 ea) up to 35 - 40 students - Support Business classes, fin-tech, Bootcamps as indicated in collaborative education partners doc, provide 2 exits from each room
Shared Education	Active Learning Classrooms (6)	7200	ASU/MCCCD/ West Mec/ Highschools		(1200 ea) 24 students multiple digital displays, video conf capability, lecture capture
Shared Education	Computer Classroom (4) at 1200 sf ea	4800	ASU/MCCCD/ West Mec/ Highschools		
Shared Education	Educational garden Lab - elementary edu focused	1200	Washington School District		
Shared Education	Seminar Rooms (4) at 750 sf	3000	ASU/MCCCD/ West Mec/ Highschools		General small classrooms 25 students
DEPARTMENT SUBTOTAL			19000		

CONCEPTUAL PROGRAM DRAFT

COLOR KEY:

	GENERAL BASE BUILDING
	LOBBY / PUBLIC
	PLAZAS / GARDENS
	CAREER TECHNICAL EDU
	GENERAL ACADEMIC
	FOOD INCUBATOR
	ENTREPRENEURSHIP

BUILDING SIZE :

LEVEL 01 - 112,270 SF

MEZZANINE - 16,000 SF

CRYSTAL PALACE - 10,175 SF

CAREER TECHNICAL EDUCATION				
Shared Education	Prototyping/ makerspace Lab	2000	ASU/MCCCD/ West Mec/ Highschools and entrepreneurship centers	Digital prototyping 3d printers/ laser cutters, electronics
Shared Education	Welding	2500	ASU/MCCCD/ West Mec/ Highschools	(6) welding bays and adjacent machine shop, include outdoor welding zones or garage doors
Shared Education	Automotive	6500	ASU/MCCCD/ West Mec/ Highschools	(7) auto bays
DEPARTMENT SUBTOTAL			11000	

LOBBY				
General	Lobby	2000	Adjacent to main entry	Functions as a gallery / prefunction for MPR
General	Feature Stair		Inside Lobby	
General	Open Study and Collaboration spaces		Incorporated with grossing factor	
DEPARTMENT SUBTOTAL			2000	

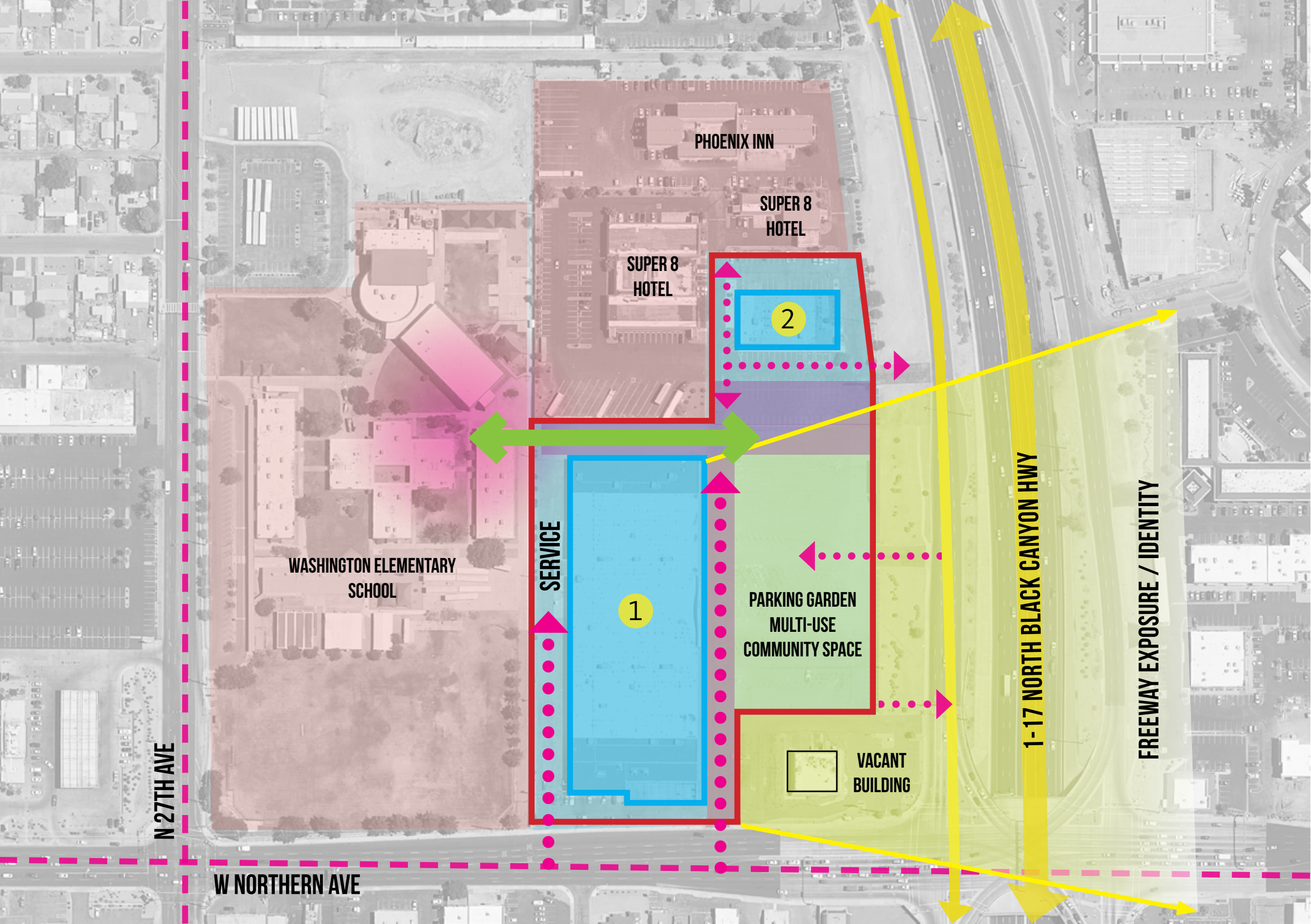
GENERAL BUILDING				
General	Reception / Office off lobby	200	Adjacent to / behind lobby	
General	Loading bays and dock	350		
General	Receiving and Storage including loading dock office	1200		
General	Trash and Compactors			
General	Mechanical (mostly on roof - some inside)	500		
General	Electrical (2) 12x15 rooms	360		
General	Data (2) 12x15 rooms	360		
General	Building Storage	700		
General	Janitor's Closet (2) at 64 sf	128		
General	Restrooms (2) multi stall (500) ea	1000		
General	Restrooms (3) Single Use	210		
General	Bike room / locked bike storage	200		
General	Locker rooms / showers (3) individual use	300		
General	Elevator and Machine room	200		
General	Egress stairs (2) 10' x 20'	400		
DEPARTMENT SUBTOTAL			6108	

Grossing factor	35%	39,295		Circulation and wall thicknesses
Total - Building One		112,107		
Total GSF - Building One		112,270		Per owner-provided ppt document

OUTDOOR SPACE & GARDENS				
Outdoor Space	Entry Plaza			Support farmer's markets adjacent to Server /dining
Outdoor Space	Outdoor Dining			adjacent to Educational garden lab
Outdoor Space	Kitchen / Educational Garden			discuss orientation to allow best sun exposure
Outdoor Space	Vegetable garden			Event Garden - adjacent to multi-purpouse room
Outdoor Space	Event Garden			need to finalize space numbers needed
Parking				

Building Two (North Side of Site)	Events - catering kitchen - multi purpose room and gardens - or retail / dining separate tenant		10,715 sf	Per owner-provided ppt document
-----------------------------------	---	--	------------------	---------------------------------

SITE OPPORTUNITY DIAGRAM



BLOCKING PLAN - CONCEPT A

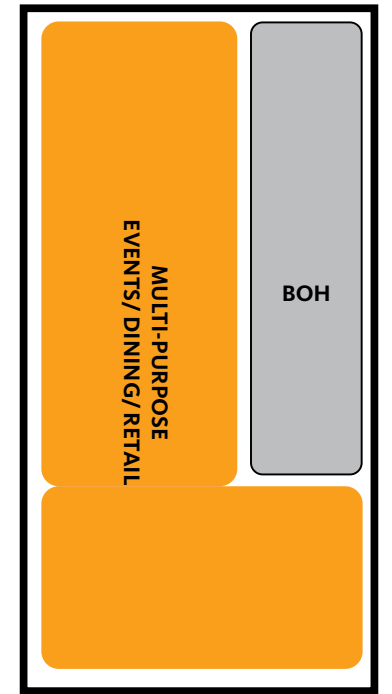
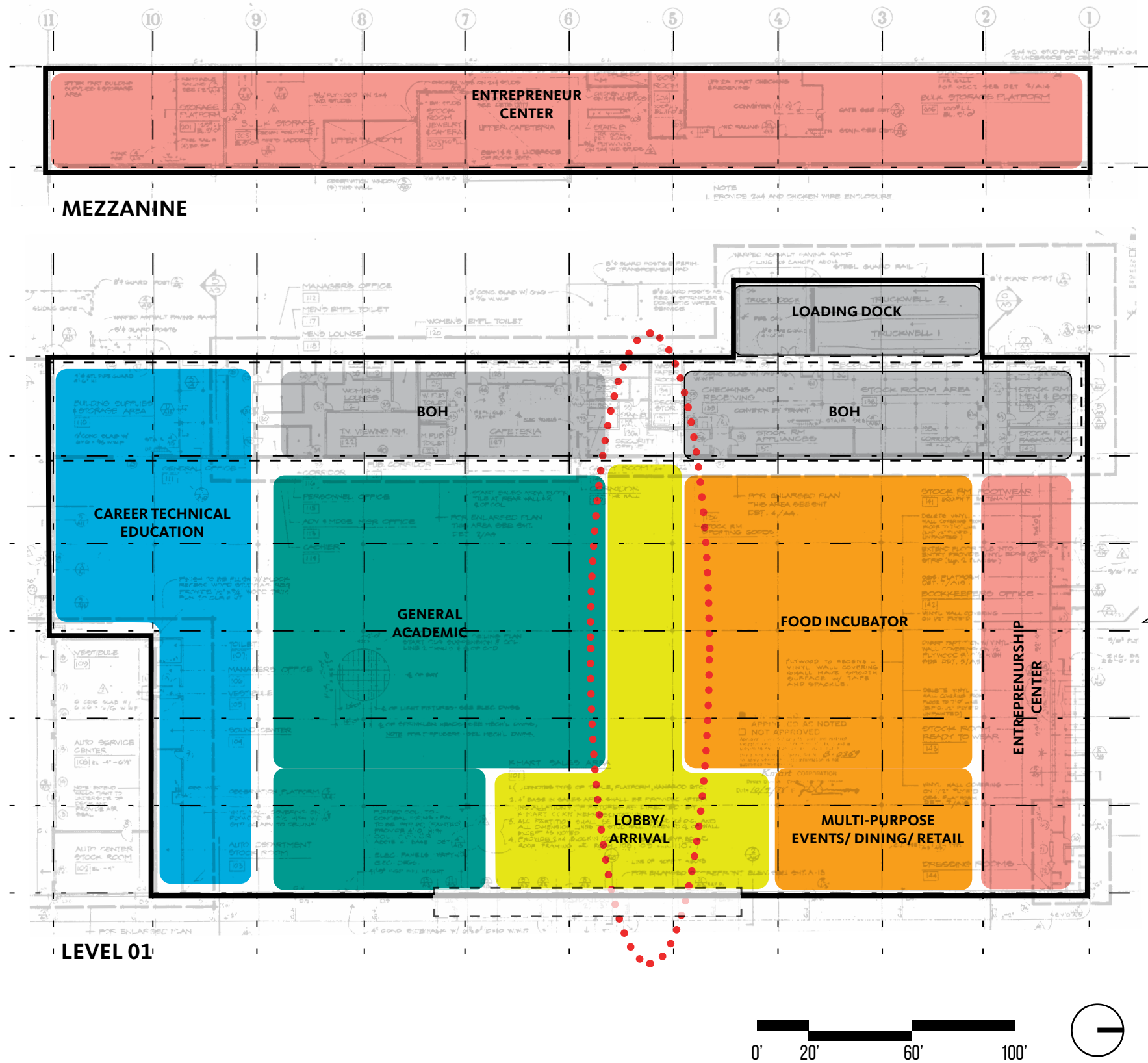
Discovery Paseo

COLOR KEY:

- GENERAL BASE BUILDING
- LOBBY / PUBLIC
- PLAZAS / GARDENS
- CAREER TECHNICAL EDU
- GENERAL ACADEMIC
- FOOD INCUBATOR
- ENTREPRENEURSHIP

BUILDING SIZE :

- LEVEL 01 - 112,270 SF
- MEZZANINE - 16,000 SF
- CRYSTAL PALACE - 10,175 SF



CRYSTAL PALACE

BLOCKING PLAN - CONCEPT A | ADJACENCY DIAGRAM

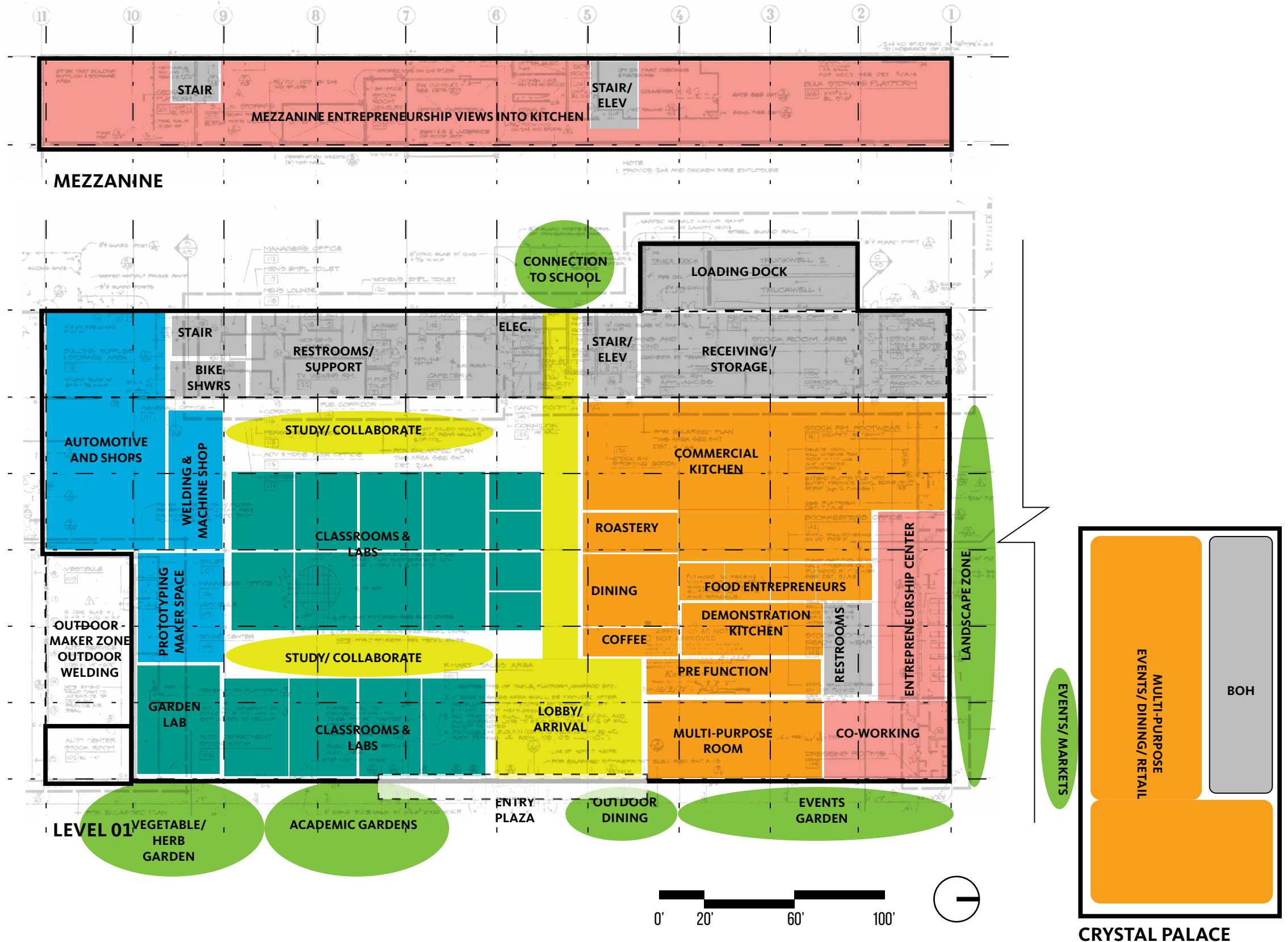
Discovery Paseo

COLOR KEY:

- GENERAL BASE BUILDING
- LOBBY / PUBLIC
- PLAZAS / GARDENS
- CAREER TECHNICAL EDU
- GENERAL ACADEMIC
- FOOD INCUBATOR
- ENTREPRENEURSHIP

BUILDING SIZE :

- LEVEL 01 - 112,270 SF
- MEZZANINE - 16,000 SF
- CRYSTAL PALACE - 10,175 SF



BLOCKING PLAN - CONCEPT B

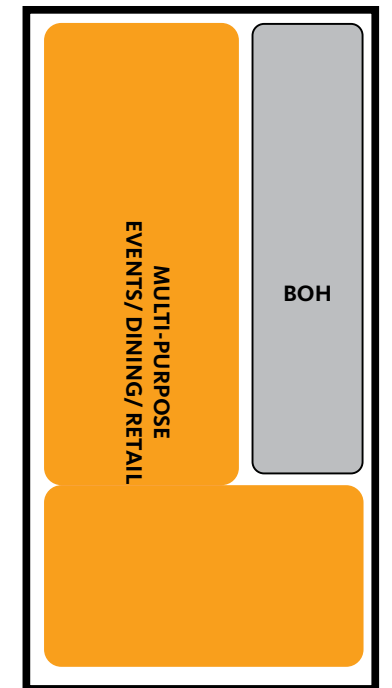
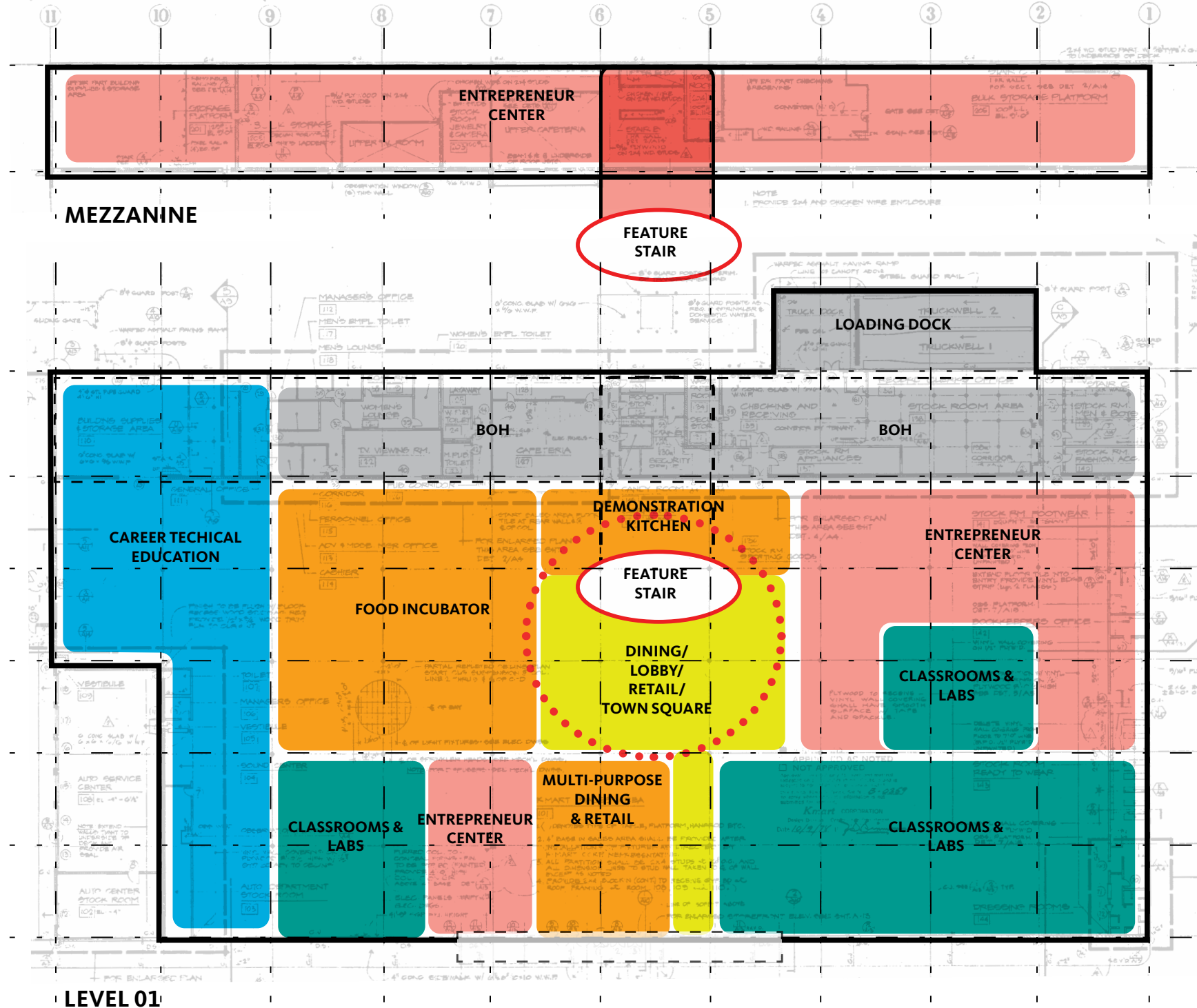
Town Square

COLOR KEY:

- GENERAL BASE BUILDING
- LOBBY / PUBLIC
- PLAZAS / GARDENS
- CAREER TECHNICAL EDU
- GENERAL ACADEMIC
- FOOD INCUBATOR
- ENTREPRENEURSHIP

BUILDING SIZE :

- LEVEL 01 - 112,270 SF
- MEZZANINE - 16,000 SF
- CRYSTAL PALACE - 10,175 SF



CRYSTAL PALACE



BLOCKING PLAN - CONCEPT B | ADJACENCY DIAGRAM

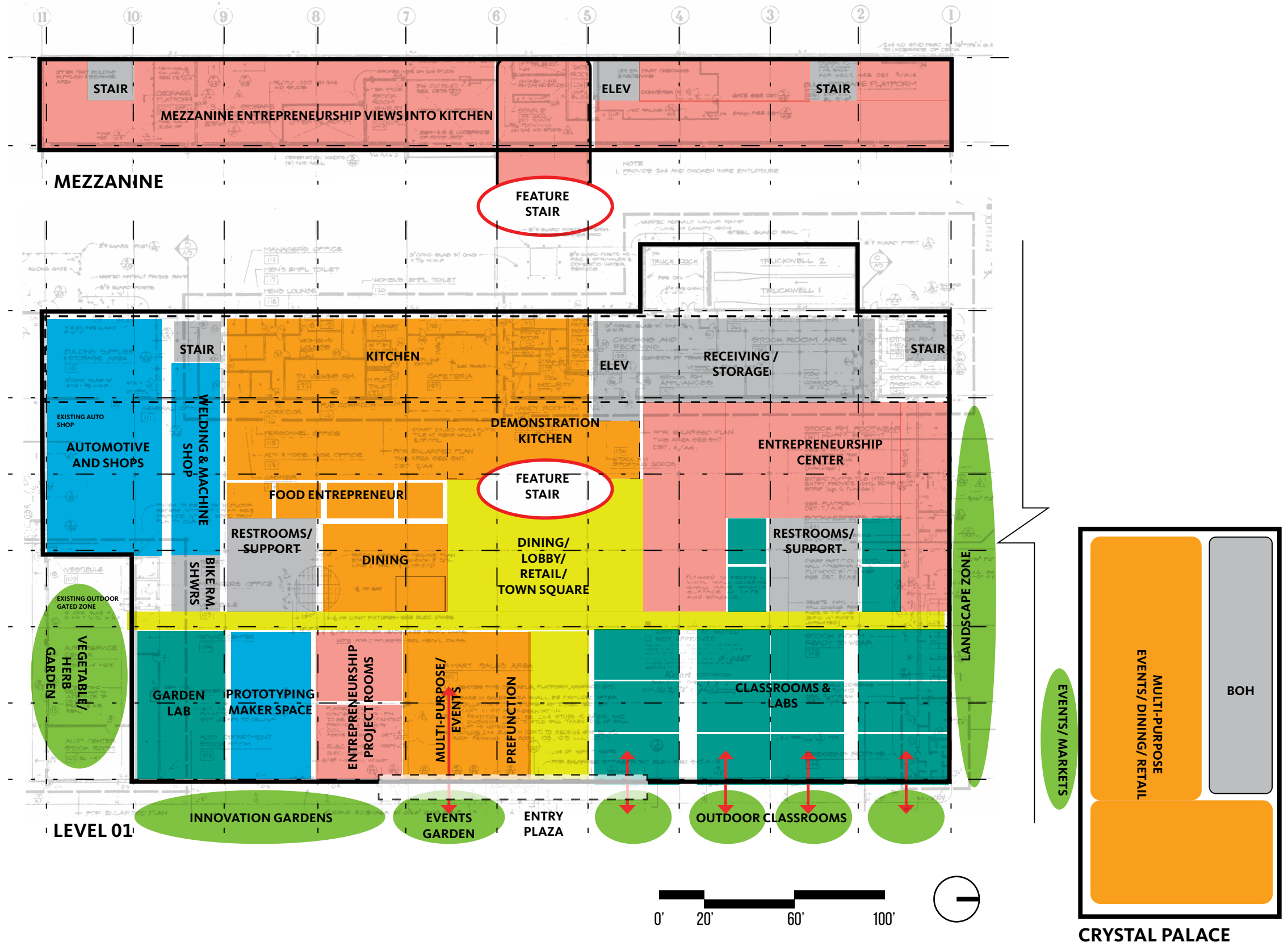
Town Square

COLOR KEY:

- GENERAL BASE BUILDING
- LOBBY / PUBLIC
- PLAZAS / GARDENS
- CAREER TECHNICAL EDU
- GENERAL ACADEMIC
- FOOD INCUBATOR
- ENTREPRENEURSHIP

BUILDING SIZE :







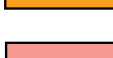
- LEVEL 01 - 112,270 SF
- MEZZANINE - 16,000 SF
- CRYSTAL PALACE - 10,175 SF



BLOCKING PLAN - CONCEPT C

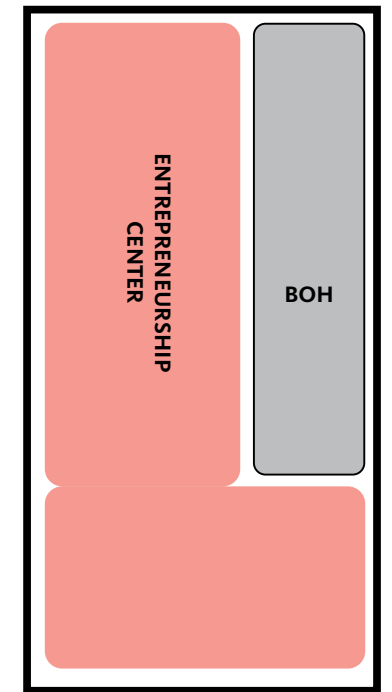
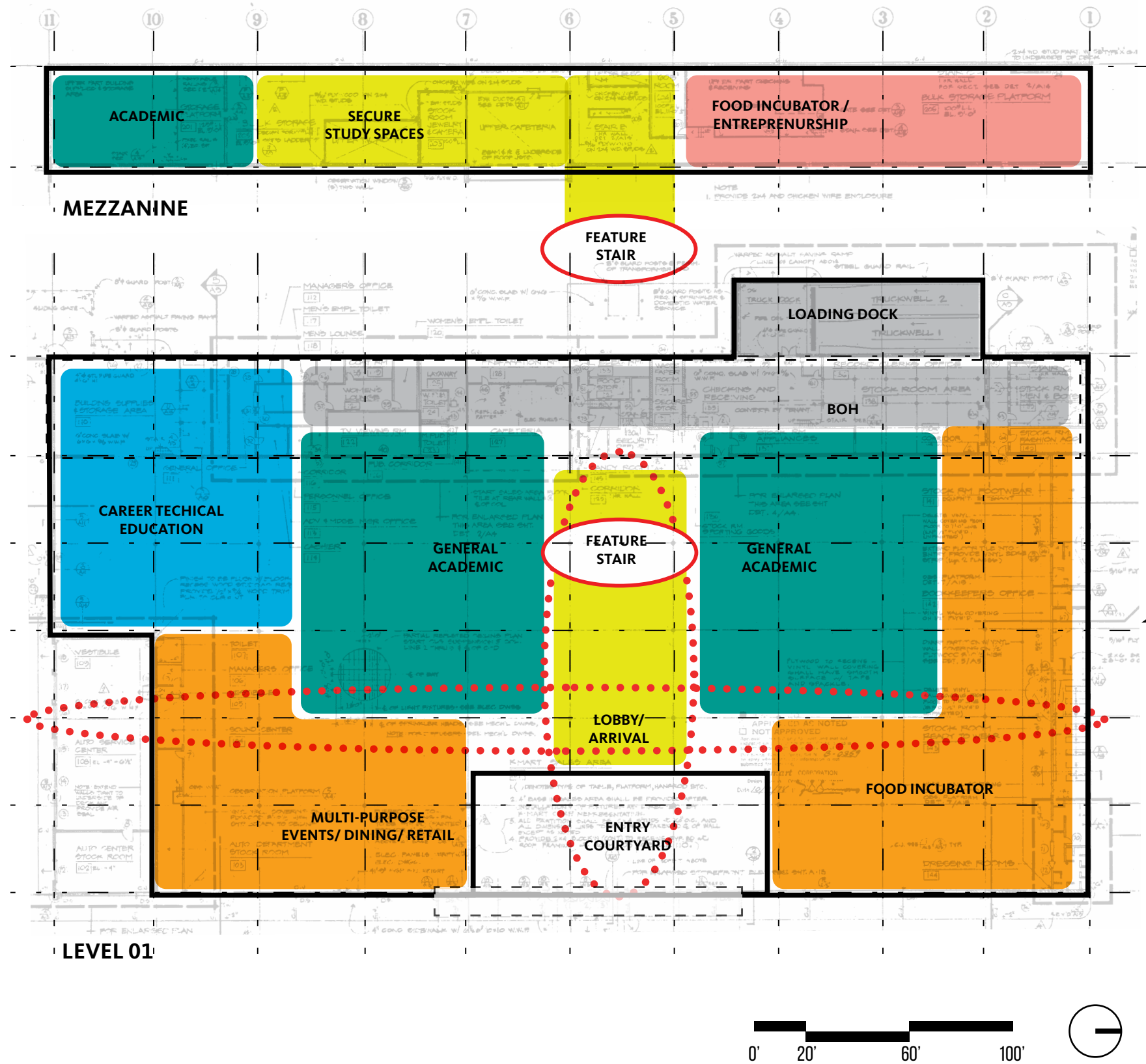
Neighborhoods

COLOR KEY:

-  GENERAL BASE BUILDING
-  LOBBY / PUBLIC
-  PLAZAS / GARDENS
-  CAREER TECHNICAL EDU
-  GENERAL ACADEMIC
-  FOOD INCUBATOR
-  ENTREPRENEURSHIP

BUILDING SIZE :

- LEVEL 01 - 112,270 SF
- MEZZANINE - 16,000 SF
- CRYSTAL PALACE - 10,175 SF



CRYSTAL PALACE

BLOCKING PLAN - CONCEPT C | ADJACENCY DIAGRAM

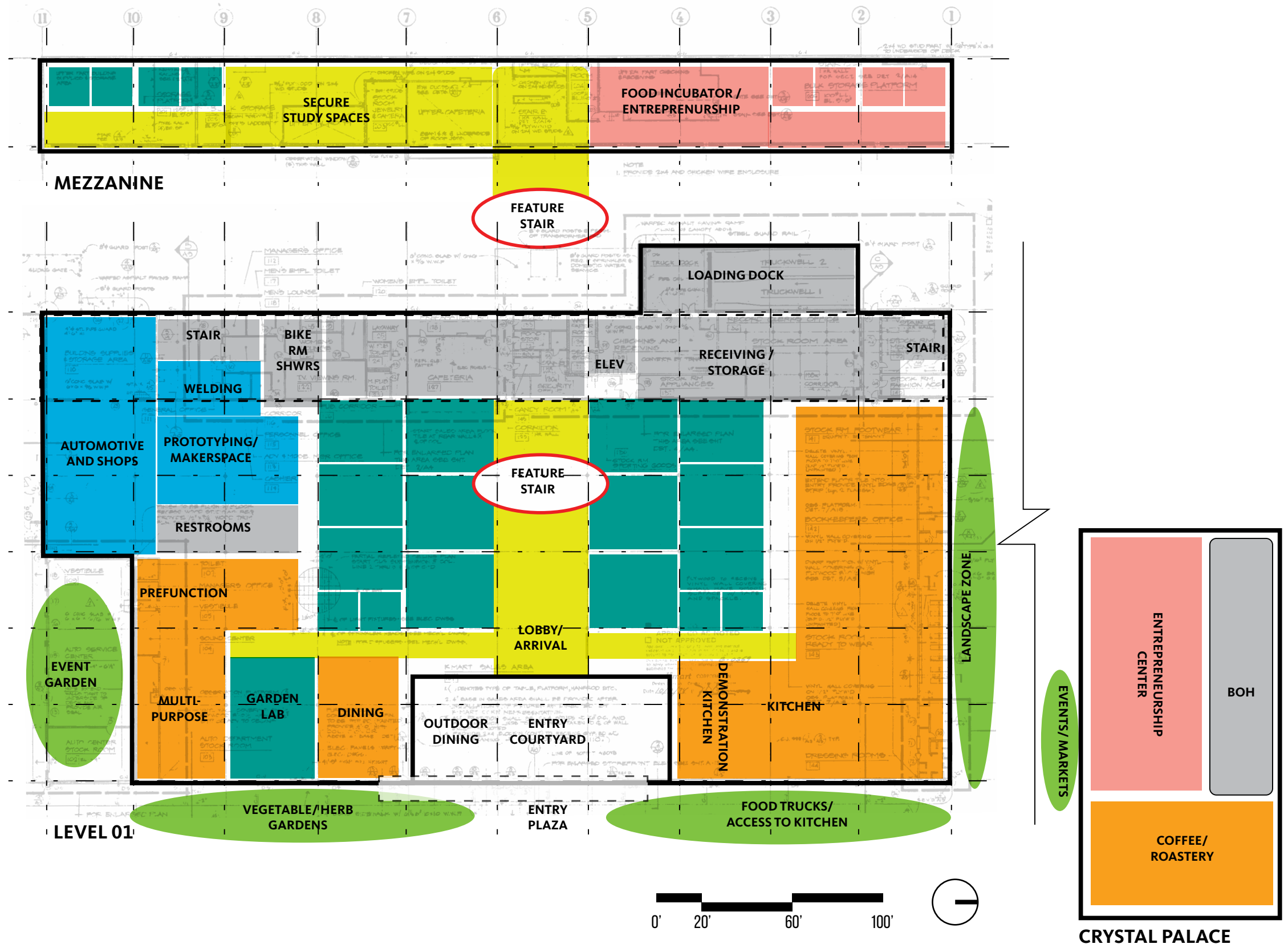
Neighborhoods

COLOR KEY:

- GENERAL BASE BUILDING
- LOBBY / PUBLIC
- PLAZAS / GARDENS
- CAREER TECHNICAL EDU
- GENERAL ACADEMIC
- FOOD INCUBATOR
- ENTREPRENEURSHIP

BUILDING SIZE :

- LEVEL 01 - 112,270 SF
- MEZZANINE - 16,000 SF
- CRYSTAL PALACE - 10,175 SF



EXISTING SITE + BUILDING CONDITION ANALYSIS

Site Data (as provided by Maricopa County Assessor's Office)

<u>APN:</u>	Main Building: 158-04-004D
	CP Building: 158-04-004J
<u>Zoning:</u>	C2 (both parcels)
<u>Site Area:</u>	Main Building: 360,285 square feet (8.27 acres)
	CP Building: 75,577 square feet (1.74 acres)
<u>Roof Area:</u>	Main Building: 112,270 square feet
	CP Building: 10,715 square feet

Site

Paving: Asphalt throughout, in poor condition

Lighting: Site poles with multiple fixtures on painted concrete base in fair condition

Landscape: None exists within parking lot with the exception of that at the east facing entry to the CP Building (Crystal Palace), along with minimal landscaping along the eastern right of way at North Black Canyon Access Road and the western property line of the main parcel.

ADA Parking: Multiple spaces are provided at both buildings. The CP Building has access aisle located at drive aisle side of spaces leading to ramp defined by painted stucco CMU walls approximately 4 feet in height

Building Envelope

Main Building

Exterior Walls: Painted 8" CMU (combination of fluted, vertical score and standard block types) appears to be in good condition

Roof: Built up roof (understood to be installed around 2014) appears to be in good condition

Roof Structure: Plywood deck over 3 1/8" x 18" GLB wood purlins at 8'-0" o.c. supported by GLB wood beams in apparently good condition

Columns: Steel Pipe in apparently good condition

Mezzanine Floor Structure: Plywood deck over wood framing. Plywood is in poor condition.

Roof Drainage: Through parapet scuppers with building mounted downspouts in poor condition

Lighting: Building mounted lighting, in fair condition

ADA: Mezzanine does not currently have an elevator for access.

CP Building

Exterior Walls: Painted stucco (with painted wood panel accents), assumed to be over CMU, in fair condition, and clay tile roof canopy element at full perimeter of building in fair condition

Roof: Partial clay tile with what is assumed to be built up roof (no access provided)

Roof Drainage: No scuppers or external downspouts visible

Lighting: Building mounted lighting, in fair condition

CODE ANALYSIS | MAIN BUILDING

EXISTING MAIN BUILDING

112,270 sf first floor

16,000 sf mezzanine

Total: 128,270 sf

Type III-B:

B occ - 76,000 sf (single story/mezz)

Perimeter: 1212 feet

Area factor increase due to frontage: $1.75 \times 76,000 \text{ sf} = 133,000 \text{ sf}$ allowable

*Bearing walls to be 2hr fire rated

**Fully sprinklered - will require modifications

Mezzanine Code Reference:

IBC 505.2.1 Area limitation. The aggregate area of a mezzanine or mezzanines within a room shall be not greater than one-third of the floor area of that room or space in which they are located.

IBC 505.2.3 Openness. Exception 2. A mezzanine having two or more exits or access to exits is not required to be open to the room in which the mezzanine is located.

MAIN BUILDING

Mixed Occupancy : Assembly, Business, Mercantile

Assembly (A-2):

Rest- $5,050 / 15 = 337 / 2 = 169$ per gender

1 per 75 = 2.26 toilets per gender

Assembly (A-3):

Multi- $3,000 / 15 = 200 / 2 = 100$ per gender

1 per 125 men = .8 tlts for men

1 per 65 women = 1.54 toilets for women

Classroom (B):

$30,000 \text{ sf} / 20 = 1,500 / 2 = 750$ per gender

1 per 50 = 15 toilets per gender

Office (B):

Concentrated- $2,440 / 50 = 49 = 25$ per gender

Non-concentrated- $63,672 \text{ sf} / 150 = 425 / 2 = 213$ per gender

Mech/storage: $8,108 \text{ sf} / 300 = 27 / 2 = 14$ per gender

Total office: 252 per gender

1 per 25 (first 50), 1 per 50 thereafter = $2 + 4.04 = 6.04$ toilets per gender

Occupancy: 2,539

Total Toilets Required

Men = $2.26 + .8 + 15 + 6.04 = 24.1 = 25$ toilets

Women = $2.26 + 1.54 + 15 + 6.04 = 24.8 = 25$ toilets

CODE ANALYSIS | CRYSTAL PALACE BUILDING

EXISTING CP BUILDING

10,715 sf

Type V-B:

A-2 occ - 24,000 sf allowable (single story)

*Fully sprinklered - will require modifications

CP BUILDING

Mixed Occupancy : Assembly, Business, Mercantile

Assembly (A-2):

$6,500 \text{ sf} / 15 = 434 / 2 = 217$ per gender

$1 \text{ per } 75 = 2.89$ toilets per gender

Mercantile (M):

$3,500 \text{ sf} / 60 = 59 / 2 = 30$ per gender

$1 \text{ per } 500 = .06$ toilets per gender

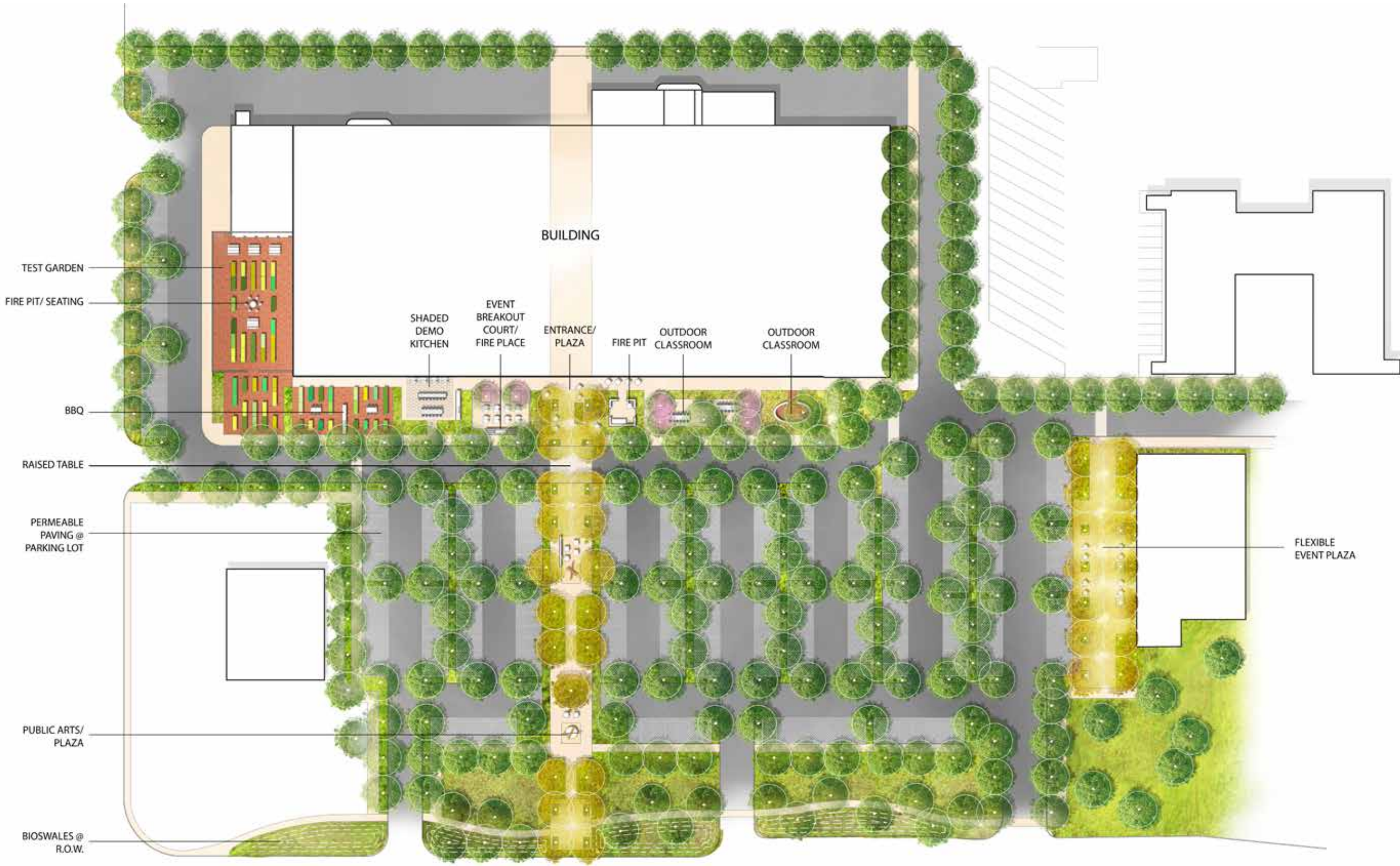
Occupancy: 493

Total Toilets Required

$2.89 + .06 = 2.95 = 3$ toilets per gender

5 | CONCEPT IMAGERY

LANDSCAPE CONCEPT | COMMUNITY ENGAGEMENT



LANDSCAPE OPPORTUNITIES



SHADED COURTYARD



OUTDOOR DINING + CLASSROOM



INDOOR OUTDOOR MARKET

LANDSCAPE OPPORTUNITIES



LINEAR FRONT PLAZA



PARKING GARDEN



OUTDOOR DINING + CLASSROOM

LANDSCAPE OPPORTUNITIES



TEST GARDEN



TEST GARDEN



OUTDOOR CLASSROOM

CONCEPT IMAGERY | EXTERIOR VIEW



CONCEPT IMAGERY | EXTERIOR VIEW



CONCEPT IMAGERY | EXTERIOR VIEW



CONCEPT IMAGERY | EXTERIOR VIEW



CONCEPT IMAGERY | EXTERIOR VIEW



6 | EXISTING CONDITION ANALYSIS

EXISTING CONDITION ANALYSIS | MPE



Mechanical, Electrical and Plumbing Systems Assessment

2526 W Northern Avenue

Kmart Reposition

Phoenix, AZ

April 12, 2021

ESD # 211017.000

7135 E. Camelback Rd. Suite 275
Scottsdale, AZ 85251
480.481.4900



ENERGY SYSTEMS DESIGN, INC.
SCHEMATIC DESIGN NARRATIVE



GENERAL

The purpose of the assessment is to evaluate the condition of the existing systems and determine what modifications and replacement will be necessary to update the systems to meet current code and provide information for the Stakeholders to evaluate the requirements and allow subcontractors to provide order of magnitude pricing.

The mechanical electrical and plumbing systems analysis is based on site walks, meetings and preliminary architectural drawings. The objective is that these narratives will accomplish the following:

- Communicate proposed design concepts.
- Enable order of magnitude estimates of probable construction costs.
- Identify issues to be addressed in the development of the systems designs.

Key stakeholders include City of Phoenix, Maricopa Community College, Arizona State University, Northern Arizona University, Grand Canyon University, Westmec and Chicanos Por La Causa at this time. Additional stakeholders may be included in the future.

The building systems designs will comply with applicable 2018 International Codes with City of Phoenix Amendments, and the 2017 National Electrical Code.

Building 1 is an existing big box single story structure originally constructed in 1978. Building 2 consists of a small restaurant building in the parking lot. The project will consist of complete renovation of both of the existing buildings and the site parking lot. The project will include elements as outlined in the architectural Project Description and the tables included herein.

MECHANICAL

Demolition:

1. The existing mechanical systems consist of large, packaged rooftop air cooled units with electric heat. These units are not sufficient to serve the new building usage.
 - a. The existing units were installed in the year 2000 and are well past their anticipated useful life.
 - b. The existing units use R-22 as their refrigerant. R-22 is an HCFC refrigerant and was phased out as of January 1, 2020. R-22 is no longer produced in the US or imported into the US.
 - c. The existing units are too large (25 tons) to provide temperature zones as necessary to accommodate the needs of the various tenants.
2. The existing packaged rooftop units and roof curbs as well as the associated ductwork and air distribution devices will need to be removed. The new units will need to be distributed above the areas served.
3. Existing toilet exhaust fans will be removed as the new toilet rooms will not be in the same locations.
4. There is an existing building automation controls system. This system is also past its useful life and cannot accommodate the new mechanical systems. This system will need to be removed completely.
5. The roof will need to be replaced and the roofing will need to be patched where the existing units are removed.

7135 E. Camelback Rd. Suite 275 Scottsdale, Arizona 85251 | 480.481.4900

EXISTING CONDITION ANALYSIS | MPE

ENERGY SYSTEMS DESIGN, INC.
SCHEMATIC DESIGN NARRATIVE



New Mechanical Systems:

1. New high efficiency packaged rooftop units will be provided for each area throughout the building. The new units will be smaller and sized for the specific use of the areas served. Units will meet 2018 International Energy Conservation Code for energy efficiency. The new units will be installed on new roof curbs sloped to match the roof slope. The units will be strategically located to minimize structural requirements for new support. This will be coordinated with the structural engineer during the design.
2. All new units will be provided with 100% fresh outside air economizers for free cooling when outside conditions are favorable. Each unit will also be provided with a modulating relief/exhaust fan to relieve the outside air being introduced and maintain the building pressure relationship positive with respect to outside.
3. The outside air economizers will allow for flushing the building with fresh filtered air at night when it is cool outside or as appropriate for cleanliness and safety.
4. New supply and return ductwork will be provided throughout the building. Where supply ductwork is exposed in the spaces, it will be spiral round or flat oval with flanged connections for aesthetic purposes. Return air will be ducted to each unit because the building structure consists of combustible construction. Concealed ductwork will be provided with ductliner or external duct wrap insulation as appropriate. Air distribution devices will be appropriate for the spaces served. This is yet to be determined.
5. Condensate drain piping will be extended from each unit to janitors sinks or floor sinks inside the building.
6. Each unit will be provided with a duct smoke detector to shut down the unit in the event of a smoke event as required by 2018 International Mechanical Code section 606.
7. Toilet exhaust will be provided by roof mounted exhaust fans ducted to each toilet room and janitors closet.
8. Kitchens:
 - a. Type 1 grease hoods will be installed in each kitchen as required. Quantity and size of hoods is to be determined based on the kitchen design.
 - b. Welded 16-gauge steel exhaust ducts will be extended from the connections on the hoods to new UL Listed grease exhaust fans on the roof mounted on vented curbs. The grease exhaust ductwork will be wrapped with UL Listed fire rated insulation. Ducts will be sloped and cleanouts will be provided at any bends and on horizontal sections as required by the 2018 IMC.
 - c. Aluminum makeup air ductwork will be extended from new roof mounted makeup air units down through the roof to each new Type 1 hood.
 - d. Aluminum condensate exhaust ductwork will be extended from each dishwasher hood up to new exhaust fans on the roof. This ductwork will be sloped toward the respective hood.
9. The building will have a complete new Direct Digital Control (DDC) BACnet open protocol Building Automation System (BAS). Each new mechanical unit will have a wall mounted electronic digital thermostatic temperature sensor including backlit LED display for space temperature and humidity control. Multipurpose Rooms, Meeting and Conference Rooms, Dining Areas, Classrooms, Seminar Rooms, and any other assembly occupancy spaces will have wall mounted CO2 sensors to provide demand control ventilation for energy savings during times of low occupancy.
10. IDF rooms, electrical and mechanical rooms will have dedicated units.
11. The new elevator equipment room will be cooled by a packaged rooftop air conditioning unit.

Refer to the attached table for anticipated quantity and size of packaged rooftop units for each building.

7135 E. Camelback Rd. Suite 275 Scottsdale, Arizona 85251 | 480.481.4900

ENERGY SYSTEMS DESIGN, INC.
SCHEMATIC DESIGN NARRATIVE



Estimated Cooling Loads and Required Packaged Rooftop Heat Pump Units

Programmed Space	square feet	Est. Cooling Load (sf/ton)	Est. Tons of Cooling	Number and size of packaged rooftop heat pump units
Building 1				
Food Innovation Center				
Food Innovation Center - Kitchens	14,500	150	97	ten 10-ton units
Food Innovation Center - Prep Areas	1,500	200	8	two 5-ton units
Food Innovation Center - Dining/Seating	6,350	250	25	five 5-ton units
Food Innovation Center - Retail	5,900	400	15	three 5-ton units
Food Innovation Center - Other	500	400	1	one 5-ton unit
Food Innovation Center Total	28,750			two 10-ton and seven 5-ton
Entrepreneurship and Workplace				
Entrepreneurship Center - office space	2,750	350	8	two 5-ton units
Entrepreneurship Center - conference space	1,704	350	5	one 5-ton unit
Entrepreneurship Center - work/project rooms	1,500	300	5	one 5-ton unit
Entrepreneurship Center Total	5,954			four 5-ton units
General Education				
Shared Education - Labs	2,800	200	14	two 7 1/2 ton units
Shared Education - Classrooms	8,400	300	28	seven 4-ton units
Shared Education - Computer Classrooms	4,800	250	19	four 5-ton units
Shared Education - Seminar Rooms	3,000	200	15	four 4-ton units
Shared Education Total	19,000			two 7 1/2 ton, eleven 4-ton and four 5-ton
Career Technical Education				
Shared Education Prototyping/Makerspace Lab	2,000	200	10	two 5-ton units
Shared Education Welding	2,500	200	13	two 7 1/2 ton units
Shared Education Automotive	6,500	200	33	five 7 1/2 ton units
Career Technical Education Total	11,000			seven 7 1/2-ton units and two 5-ton units
Lobby				
Lobby	2,000	400	5	one 5-ton unit
General Building				
Office areas/stairs	600	350	2	one 3-ton unit
Storage areas	2,100	500	4	two 3-ton units
Data Rooms	360	100	4	two 3-ton units
Electrical and Mechanical Rooms	860	200	4	two 3-ton units and one 5-ton unit
Restrooms and Locker Rooms	1,638	300	5	one 5-ton unit
Elevator Machine Room	200	75	3	one 3-ton unit
Loading bays and dock	350			not conditioned
General Building Total	6,108			eight 3-ton and two 5-ton units
Grossing Factor (circulation)	39,295	1000	39	eight 5-ton units
Building One Total	112,107			two 10-ton, nine 7 1/2-ton, twenty-eight 5-ton, eleven 4-ton and eight 3-ton units
Building 2	10,715	250	43	two 10-ton and five 5-ton units

7135 E. Camelback Rd. Suite 275 Scottsdale, Arizona 85251 | 480.481.4900

EXISTING CONDITION ANALYSIS | MPE



Existing Rooftop Units



Existing Rooftop Unit Nameplate



Existing Supply Air Diffuser

7135 E. Camelback Rd. Suite 275 Scottsdale, Arizona 85251 | 480.481.4900

7135 E. Camelback Rd. Suite 275 Scottsdale, Arizona 85251 | 480.481.4900

EXISTING CONDITION ANALYSIS | MPE

ENERGY SYSTEMS DESIGN, INC.
SCHEMATIC DESIGN NARRATIVE



ELECTRICAL

Existing Main Distribution System:

- A. The building is provided utility power from a SRP transformer that supplies power to an existing 1600A, 480/277V, 3-phase, 4-wire Service Entrance Section (SES). This service feeds a series of 480/277V distribution equipment, transformers, and 208/120V, 3-phase, 4-wire panelboards that supply lighting, mechanical, HVAC and receptacle loads throughout the space. The SES and distribution equipment are circa. 1978. Per industry standards, average useful life for well-maintained equipment is 35 years and 17 years for unmaintained. At 43 years old the building electrical distribution equipment is well over its life cycle and should be completely replaced.



Existing Service Entrance Section

ENERGY SYSTEMS DESIGN, INC.
SCHEMATIC DESIGN NARRATIVE



Branch Distribution System:

1. Existing distribution, switchboards, panelboards and transformers are located throughout back of house space. All distribution equipment including time switches and disconnects are past their life cycle and should be replaced in full.



Existing panelboards



EXISTING CONDITION ANALYSIS | MPE

ENERGY SYSTEMS DESIGN, INC.
SCHEMATIC DESIGN NARRATIVE



Lighting Fixtures:

- Entire building using outdated fluorescent strip lights that should be replaced in entirety for the new project. New lights will be replaced with various LED type. Styles and functionality of the new fixtures shall depend on the space.



Existing fluorescent strip lighting

Lighting controls:

- Existing lighting controls do not meet current energy codes. All lighting controls will be replaced to meet the latest City of Phoenix adopted energy codes. Each space will have separate lighting control. All spaces will have one, or a combination of required lighting controls including, manual and pre-set dimming, day lighting dimming sensors, occupancy/vacancy sensors, astronomic timeclocks, etc.



Existing lighting control time clocks and contactors

7135 E. Camelback Rd. Suite 275 Scottsdale, Arizona 85251 | 480.481.4900

ENERGY SYSTEMS DESIGN, INC.
SCHEMATIC DESIGN NARRATIVE



SPACE-BY-SPACE LOAD CALCULATIONS

Department	Space	Watts / Sq.Ft.	Sq. Ft.	Space Load
Food Innovation Center	Food Lab		1,500	
	Total	39.00 KVA / 480V, 3PH		= 39.00 KVA = 46.93 Amps
Food Innovation Center	Commercial Kitchen		12,000	
	Total	312.00 KVA / 480V, 3PH		= 312.00 KVA = 375.45 Amps
Food Innovation Center	Demonstration Kitchen		1,000	
	Total	26.00 KVA / 480V, 3PH		= 26.00 KVA = 31.29 Amps
Food Innovation Center	Seating for Demonstration Kitchen		1,000	
	Total	16.50 KVA / 480V, 3PH		= 16.50 KVA = 19.86 Amps
Food Innovation Center	Cold Storage		100	
	Total	1.73 KVA / 480V, 3PH		= 1.73 KVA = 2.08 Amps
Food Innovation Center	Dry Storage		300	
	Total	3.68 KVA / 480V, 3PH		= 3.68 KVA = 4.42 Amps
Food Innovation Center	Walk-in Freezer		100	
	Total	10.18 KVA / 480V, 3PH		= 10.18 KVA = 12.24 Amps
Food Innovation Center	Canning, Packaging, Bagging		750	
	Total	12.38 KVA / 480V, 3PH		= 12.38 KVA = 14.89 Amps
Food Innovation Center	Retail Bays (4) at 500SF ea.		2,000	
	Total	33.00 KVA / 480V, 3PH		= 33.00 KVA = 39.71 Amps
Food Innovation Center	Multi-Purpose Room		3,000	
	Total	67.50 KVA / 480V, 3PH		= 67.50 KVA = 81.23 Amps
Food Innovation Center	Roastery		750	
	Total	18.00 KVA / 480V, 3PH		= 18.00 KVA = 21.66 Amps
Food Innovation Center	Tasting Room / Conference		350	
	Total	7.88 KVA / 480V, 3PH		= 7.88 KVA = 9.48 Amps
Food Innovation Center	Servery / Dining		2,000	
	Total	45.00 KVA / 480V, 3PH		= 45.00 KVA = 54.15 Amps
Food Innovation Center	Small retail / coffee		700	
	Total	16.80 KVA / 480V, 3PH		= 16.80 KVA = 20.22 Amps
Food Innovation Center	Additional retail or Restaurant		2,000	
	Total	16.80 KVA / 480V, 3PH		= 52.00 KVA = 62.58 Amps
Food Innovation Center	Market / Retail		1,200	
	Total	27.00 KVA / 480V, 3PH		= 27.00 KVA = 32.49 Amps
DEPARTMENT SUBTOTAL				823.18 Amps

7135 E. Camelback Rd. Suite 275 Scottsdale, Arizona 85251 | 480.481.4900

EXISTING CONDITION ANALYSIS | MPE

ENERGY SYSTEMS DESIGN, INC.
SCHEMATIC DESIGN NARRATIVE



Entrepreneurship Center	Offices (12)	960	=	16.80 KVA
	Total		=	20.22 Amps
	16.80 KVA / 480V, 3PH		=	
Entrepreneurship Center	Workstations	1,440	=	25.20 KVA
	Total		=	30.32 Amps
	25.20 KVA / 480V, 3PH		=	
Entrepreneurship Center	Huddle Rooms	720	=	12.60 KVA
	Total		=	15.16 Amps
	12.60 KVA / 480V, 3PH		=	
Entrepreneurship Center	Focus Pods	384	=	5.57 KVA
	Total		=	6.70 Amps
	5.57 KVA / 480V, 3PH		=	
Entrepreneurship Center	12-person Conference	600	=	9.90 KVA
	Total		=	11.91 Amps
	9.90 KVA / 480V, 3PH		=	
Entrepreneurship Center	Work-Café (Pantry)	500	=	8.25 KVA
	Total		=	9.93 Amps
	8.25 KVA / 480V, 3PH		=	
Entrepreneurship Center	Lockers	100	=	1.35 KVA
	Total		=	1.62 Amps
	1.35 KVA / 480V, 3PH		=	
Entrepreneurship Center	Storage	250	=	3.38 KVA
	Total		=	4.06 Amps
	3.38 KVA / 480V, 3PH		=	
DEPARTMENT SUBTOTAL				
99.93 Amps				
Shared Education (General Academic)	Lab (2 at 1400 SF)	2,800	=	63.00 KVA
	Total		=	75.81 Amps
	63.00 KVA / 480V, 3PH		=	
Shared Education	Active Learning Classrooms (6)	7,200	=	126.00 KVA
	Total		=	151.62 Amps
	126.00 KVA / 480V, 3PH		=	
Shared Education	Computer Classrooms (4)	4,800	=	84.00 KVA
	Total		=	101.08 Amps
	84.00 KVA / 480V, 3PH		=	
Shared Education	Educational Garden Lab	1,200	=	17.40 KVA
	Total		=	20.94 Amps
	17.40 KVA / 480V, 3PH		=	
Shared Education	Seminar Rooms	3,000	=	49.50 KVA
	Total		=	59.57 Amps
	9.90 KVA / 480V, 3PH		=	
DEPARTMENT SUBTOTAL				
409.03 Amps				

Shared Education (Career Technical)	Prototyping Lab (3D printers, Lasers)	2,000	=	33.00 KVA
	Total		=	39.71 Amps
	33.00 KVA / 480V, 3PH		=	
Shared Education	Welding (6 bays)	2,500	=	101.25 KVA
	Total		=	121.84 Amps
	101.25 KVA / 480V, 3PH		=	
Shared Education	Automotive (7 bays)	6,500	=	243.75 KVA
	Total		=	293.32 Amps
	243.75 KVA / 480V, 3PH		=	
DEPARTMENT SUBTOTAL				
454.87 Amps				
Lobby / Public	Lobby	2,000	=	75.00 KVA
	Total		=	

7135 E. Camelback Rd. Suite 275 Scottsdale, Arizona 85251 | 480.481.4900

ENERGY SYSTEMS DESIGN, INC.
SCHEMATIC DESIGN NARRATIVE



		75.00 KVA / 480V, 3PH	=	90.25 Amps
DEPARTMENT SUBTOTAL				
90.25 Amps				
General Base Building	All back of house)	6,108	=	119.11 KVA
	Total		=	143.33 Amps
	119.11 KVA / 480V, 3PH		=	
DEPARTMENT SUBTOTAL				
143.33 Amps				
Outdoor Space & Gardens	Entry Plaza	500	=	2.75 KVA
	Total		=	3.31 Amps
	2.75 KVA / 480V, 3PH		=	
Outdoor Space & Gardens	Outdoor Dining	600	=	3.30 KVA
	Total		=	3.97 Amps
	3.30 KVA / 480V, 3PH		=	
Outdoor Space & Gardens	Kitchen/Educational Garden	700	=	13.30 KVA
	Total		=	16.00 Amps
	13.30 KVA / 480V, 3PH		=	
Outdoor Space & Gardens	Event Garden	1,000	=	9.50 KVA
	Total		=	11.43 Amps
	9.50 KVA / 480V, 3PH		=	
DEPARTMENT SUBTOTAL				
34.72 Amps				
Building Two	Events, Catering Kitchen, Dining	10,715	=	255.45 KVA
	Total		=	307.40 Amps
	255.45 KVA / 480V, 3PH		=	
DEPARTMENT SUBTOTAL				
307.40 Amps				
PROJECT TOTAL				
2,272 Amps X 1.25 = 2,841 Amps				

Recommendation:

ESD has determined, based the information provided at this time, that a new 3000 Amp, 480/277V, 3-phase, 4-wire Service Entrance Section (SES) will be required. The size increase from the existing 1600 Amp service shall also most likely increase the size of the SRP utility transformer. The new SES will contain main circuit breakers, instead of fused switches. These main distribution circuit breakers will feed distribution, HVAC, power and lighting panelboards throughout the space.

Many electrical panels should be strategically located adjacent to the spaces they serve. Specifically at all kitchen and lab locations. This would be an optimal strategy in making any new or future equipment connections less costly and intrusive to the space by reducing labor and conduit routing.

PLUMBING SYSTEMS

Sanitary Building Drain and Vent:

It is anticipated that a 6" building drain will be required for the building. 4" laterals will extend into areas where drainage is required.

Sanitary drain piping from all fixtures will extend below floor slab and connect to the sanitary building drain that will extend to 5'-0" beyond the exterior of the building. Piping for sanitary drain piping below slab is proposed to be cast iron piping with hub-less couplings and fittings. SCH 40 Solid wall PVC can be considered for below slab drainage. Above floor piping is proposed to be cast-iron piping with hub-less fittings.

Sanitary vent piping will connect to all fixtures and collect above ceiling and overhead and extend through the roof in multiple locations. Four (4) 4" vents, and up to six (6) 6" vents are anticipated to be required for the future space.

7135 E. Camelback Rd. Suite 275 Scottsdale, Arizona 85251 | 480.481.4900

EXISTING CONDITION ANALYSIS | MPE

ENERGY SYSTEMS DESIGN, INC.
SCHEMATIC DESIGN NARRATIVE



Kitchen/ Grease Waste:

All fixtures and equipment that have a potential for production of fats, oils, and greases will be routed to a precast gravity grease interceptor. The grease interceptor will be required to be located outdoors near the kitchen spaces. The interceptor is estimated to have a capacity of 2500 gallons.

Automotive Waste:

An oil interceptor will be required for any automotive drainage needs to separate oil waste from the sanitary system. The oil interceptor will be buried below grade on the exterior of the building. The discharge will connect to the sanitary drain piping within the building. The interceptor will be a hydro-mechanical unit and is estimated to be a 50-gallon capacity with 25 GPM flow rate capacity.

Rainwater:

Existing roof drainage appears to be via downspout / scupper. If it is determined that the existing roof will be replaced, it is proposed that the existing roof drains be replaced with new primary and overflow drains. Primary drains will extend down to below floor in multiple locations and connect to the existing site storm drain system. Overflow drains will spill to grade with downspout nozzles. Roof drain piping is proposed to be cast-iron piping with hub-less fittings.

Domestic Water:

Service:

It is anticipated that 2" domestic water meter will be required for the building. Based on the feasibility study, it is proposed that a 2-1/2" water service line to the building from the meter be provided.

Distribution:

Domestic cold-water piping will be extended throughout the building to restrooms and other plumbing fixtures within the building. 2" valved and capped outlets will be provided throughout the building to support the various functions proposed within the building. Domestic cold-water piping will be Type L copper with wrought solder fittings and joints.

Valves and Devices:

All branch mains and cold-water lines serving groups of fixtures and separate areas will be provided with isolation valves. Domestic cold-water lines connecting to pieces of equipment or serving landscaping or irrigation needs will be provided with backflow preventers.

Water Treatment:

Cold water make-up to kitchen water heaters will be softened by a duplex water softening system. Cold water to all ice machines will be filtered at the point of use.

Hot Water Systems:

Restrooms:

Core Restrooms are proposed to be provided with 30-gallon tank-type electric water heaters, shelf mounted in a janitorial closet. Hot water will be circulated in accordance with IECC requirements and to ensure prompt hot water delivery to lavatories.

7135 E. Camelback Rd. Suite 275 Scottsdale, Arizona 85251 | 480.481.4900

ENERGY SYSTEMS DESIGN, INC.
SCHEMATIC DESIGN NARRATIVE



Kitchen Areas:

For hot water needs to kitchen and food service areas, it is proposed that high efficiency gas water heaters be provided. Heaters will be sized in accordance with the minimum Maricopa County Health Department. A natural gas service will be required to the building. If a natural gas service cannot be provided, then storage type electric water heaters will be required. All hot water will be circulated with the use of a dedicated hot water circulation pump. All hot water for the kitchen will be softened.

Equipment Space:

Water heaters and softeners for kitchen hot water needs will require approximately 300 S.F. to provide proper clearance and maintenance needs. Access to the equipment space should be relatively close to the exterior to allow for water heater venting, and maintenance access.

Natural Gas:

It is proposed that a natural gas service be extended to the building. Gas supply will be provided by Southwest Gas. A dedicated meter and regulator will be provided by the gas company. All gas piping will extend into the building and supply cooking and water heating needs, in addition to any mechanical heating needs.

Compressed Air:

It is anticipated that the automotive, and shop areas will require compressed air for tooling and general use. A 100-gallon receiver with a 10HP compressor motor will be required for the needs of the end users. Dedicated 1" compressed air loops will be provided for each area requiring compressed air for maximum flexibility.

Plumbing Fixtures:

Fixtures will be of high efficiency commercial grade fixtures.

Water Closets: 1.28 GPF, Wall Hung, Battery Powered, Sensor activated flush valves.

Urinals: 0.125 GPF, Wall Hung, Battery powered, Sensor activated.

Lavatories: Deck mounted, battery powered, sensor activated, 0.5 GPM flow rate.

Breakroom Sinks: Drop-in, Type 304 stainless steel sinks with single control 1.5 GPM faucets.

Electric Water Coolers: Barrier Free, Dual height, ADA compliant chilled water drinking fountains with integral bottle fillers, 8 GPH capacity.

G Monte Sturdevant, P.E.
President

Matthew Klem CPD
Senior Plumbing Designer

Andy Nathal
Senior Electrical Designer

7135 E. Camelback Rd. Suite 275 Scottsdale, Arizona 85251 | 480.481.4900

EXISTING CONDITION ANALYSIS | STRUCTURAL



STRUCTURAL INTEGRITY | COLLABORATIVE SOLUTIONS

2526 W. NORTHERN AVE. - STRUCTURAL FEASIBILITY REPORT

Report Date: April 14, 2021

Project Location: 2526 W. Northern Ave.
Phoenix, AZ

Prepared by: Steven C. Slonaker, P.E., S.E. – Director of Engineering
PK Associates, LLC
Consulting Structural Engineers

PROJECT OVERVIEW

The proposed project is a renovation of a former Kmart building to allow for a new community classroom and entrepreneurship resource center.

EXISTING BUILDING OVERVIEW

The existing building is a one-story former Kmart building located at 2526 W. Northern Ave., Phoenix, constructed in 1979. The building is approximately 112,270 sf. The perimeter exterior walls are constructed of 8" CMU supported on conventional spread footings.

The roof is constructed using an all-wood panelized roof system, with ½" plywood roof sheathing. Sub-purlins are 2x4 joists spaced at 24" o.c. Roof purlins are 5 1/8" x 18" glu-lam beams spaced at 8'-0" o.c. Roof girders are 5 1/8" x 22½" glu-lam beams, supported on 5" dia. steel pipe columns.

EXISTING DRAWINGS

As-built architectural and structural drawings have been provided and reviewed.

ORIGINAL DESIGN BUILDING CODES

Original Building Design Code: 1976 UBC/City of Phoenix Building Code

EXISTING BUILDING STRUCTURAL DESIGN LOADS

Roof Live Load 20 psf (reducible)
Mezzanine Live Load 50 psf (reducible) for office

EXISTING BUILDING CONDITION ASSESSMENT

Roof Structure

The roof structure appears to be in fair and serviceable condition overall. While many areas are currently covered with insulation or ceilings, those areas that were visible did not appear to have any structural

concerns. It is understood that part of the project scope will entail replacing the existing mechanical system and rooftop units. The existing roof structure does not likely have capacity support new rooftop units in any location, so strategically located new rooftop units will be necessary to avoid costly upgrades to the roof structure. Units will need to be placed either directly over columns, or in locations that match the existing locations presuming the new unit weight is equal or less than the existing unit weight. Also, it is recommended that not more than 5-ton rooftop package units be used, with weights not exceeding 650 lbs. including roof curb.

Mezzanine Structure

The mezzanine is in poor to fair condition. The floor joists appear sufficient to support standard office loads, and beams and bearing walls appear to be structurally adequate. There are some areas of the plywood floor decking that are deteriorated past their useful life and will need to be replaced. In addition, straps, connectors, and other framing clips required by current codes are not present and will need to be installed. We recommend budget allowances be carried to upgrade the mezzanine structure if it is to be used as occupiable space.

Slab on Grade

The majority of the slab on grade is covered by the old vinyl flooring and therefore was not able to be inspected. It is likely that a moderate to heavy amount of prep work may be required to receive the new flooring finishes, depending on the flooring selected. Budget allowances should be carried for this item.

Exterior Masonry Walls

The exterior masonry walls appear to be in good overall condition. No structural concerns were noted.

Foundations

As-built foundation drawings have not been located, however no settlement or foundation concerns were observed during review of the above grade structure.

STRUCTURAL SCOPE SUMMARY

It is desired to keep the existing building structure unaltered as much as possible, other than as required by the MPE system upgrades and architectural improvements.

As of this time, the project structural scope is anticipated to include the following items:

- Exterior architectural improvements to open up the east façade to approximately 50% glass. This would entail steel strong-backs around the openings with steel lintel beams to support the masonry above the openings.
- A new full-height free-standing scrim element the length of the east façade. This element would likely be constructed of structural tube steel members with cast-in-place concrete footings.
- New feature stair and associated roof skylight. Feature stair to be constructed with decorative steel elements. New skylight in roof to be framed with conventional wood framing members where possible.
- New stairs and handrails to the mezzanine are likely required to meet code.
- New mechanical equipment on the roof. See notes under roof structure above for more information.
- New penetrations through roof structure will need to be framed around structurally using conventional wood framing methods.
- New penetrations through the exterior walls for MPE items are likely. Small core drills up to 8" in diameter can likely be accommodated without any special structural provisions, provided walls are GPR scanned to miss rebar. Larger openings such as louvers, duct penetrations, etc. will require steel angle lintels.
- New single man door openings in the exterior walls will require steel angle lintels. New double doors or overhead doors will require both steel lintels and strong backs at the jambs to resist wind loads.

7434 E McDONALD DRIVE | SCOTTSDALE, AZ 85250 | PKASTRUCTURAL.COM | 480 922 8854

SCOTTSDALE | SAN DIEGO | DENVER

EXISTING CONDITION ANALYSIS | STRUCTURAL

PHOTOS



Photo 1 - Roof Structure



Photo 2 - Mezzanine Structure



Photos 3 and 4 - Mezzanine Structure

EXISTING CONDITION ANALYSIS | STRUCTURAL



Photo 5 - Mezzanine Structure



Photo 8 - Roof Structure



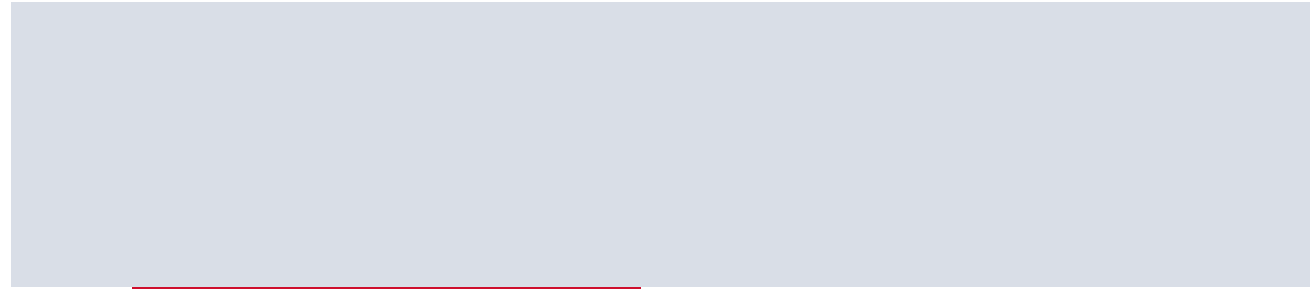
Photo 7 - Existing Rooftop Mechanical



Photo 9 - Roof Structure

7 | ESTIMATE OF PROBABLE CONSTRUCTION COST

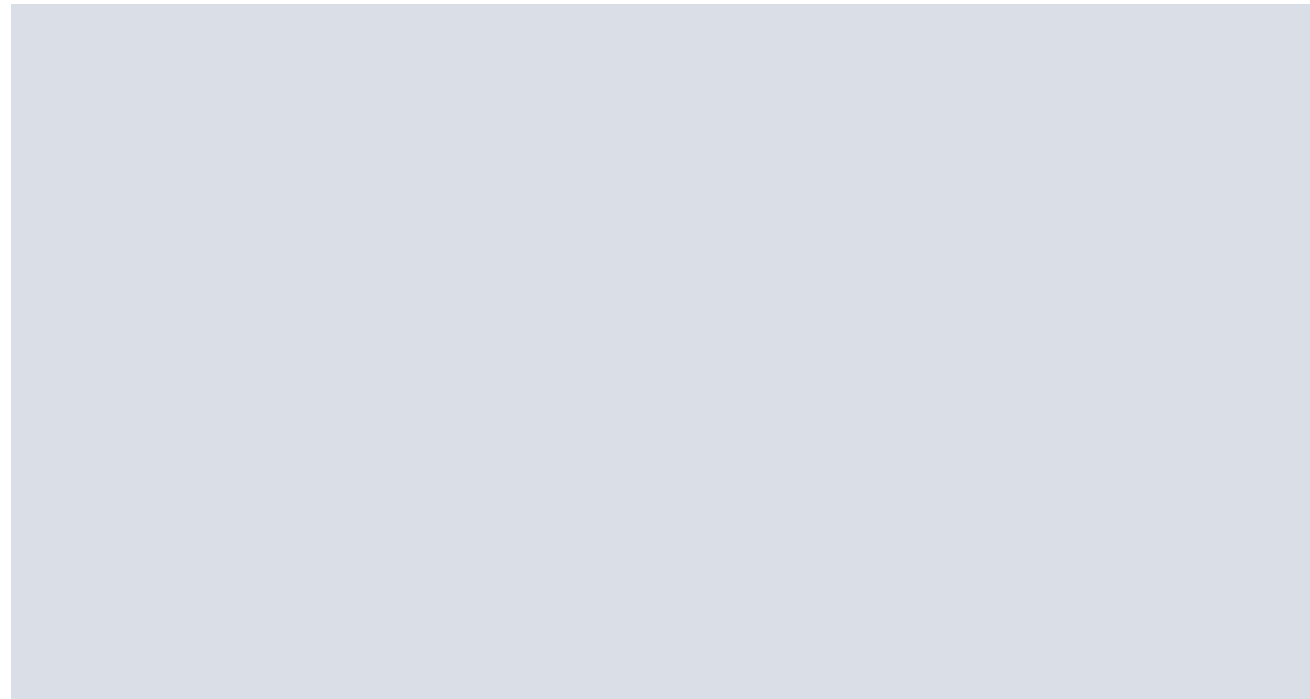
ESTIMATE OF PROBABLE CONSTRUCTION COST



ESTIMATE OF PROBABLE CONSTRUCTION COST

CITY OF PHOENIX SHARED EDUCATION SPACE

May 5th, 2021



CITY OF PHOENIX SHARED EDUCATION SPACE

PROGRAM ESTIMATE OF PROBABLE CONSTRUCTION COST



ESTIMATE CLARIFICATIONS

Basis of estimate

This estimate has been prepared at the request of Gensler and is to provide an estimate of probable construction cost for the City of Phoenix Shared Education Space project, located at the corner of W. Northern Ave and the I-17 Freeway in Phoenix, Arizona.

The estimate is based upon discussions & measured quantities and built-up rates prepared from the building Feasibility Study documents dated April 14th, 2021, prepared by Gensler.

Where information was insufficient, assumptions and allowances were made based wherever possible on discussions with the architect and engineers.

It is assumed that the project will be procured using a CMAR procurement arrangement where the CMAR will be required to receive a minimum of three subcontract bids for each trade. It has been assumed that the CMAR will only be allowed to self-perform work for the project under competitive bidding circumstances.

The estimate is based on the assumption that the CMAR and all subcontractors will be required to pay market wage rates.

This estimate is for the sole use of providing budgets based on the documents provided. The estimate is not to be used for comparison with actual bids received at any time. An updated estimate based on final construction documents will need to be provided for comparison with bids.

Unit pricing is based on May 2021 costs. Construction cost escalation has been carried at 5% in the estimate and assumes a 2nd Quarter 2022 construction start. A design and estimating contingency has been included at 12%.

A CMAR construction contingency has been included at 3%.

Items specifically excluded

- . Tenant Improvements, Common walls between TI zones
- . Graphic & Themeing
- . Main ductwork branches to TI Areas
- . Hazardous materials abatement
- . Rock excavation
- . Costs associated with phasing the construction work
- . Photovoltaics and other renewable energy resources
- . Furniture, Fittings and Equipment (FF&E)

Program Estimate of Probable Construction Cost
PHX10521-2 Printed 5 May 2021 12:42 PM

Page 1 of 14



ESTIMATE OF PROBABLE CONSTRUCTION COST

CITY OF PHOENIX SHARED EDUCATION SPACE

PROGRAM ESTIMATE OF PROBABLE CONSTRUCTION COST



ESTIMATE CLARIFICATIONS

- . Audio / Visual systems
- . Telecom / Data systems
- . Murals and works of art
- . Mock-ups
- . Work outside the site boundaries unless noted otherwise
- . Special testing & inspections
- . Utility tap fees and charges
- . Permits & plan review fees
- . CMAR Preconstruction Services
- . Owner's contingency
- . Land and legal costs
- . Architectural, Engineering and other professional fees except as listed in the body of the estimate
- . Geotechnical, traffic and all other studies
- . Items marked as "Excl." in the estimate
- . Escalation beyond a March 2022 construction start

CITY OF PHOENIX SHARED EDUCATION SPACE

PROGRAM ESTIMATE OF PROBABLE CONSTRUCTION COST



LOCATION SUMMARY

GFA: Gross Floor Area
Rates Current At May 2021

Ref	Location	GFA SF	GFA USD/SF	Total Cost USD
CS	Main Building Core & Shell	128,270	123.86	15,886,959
CP	Crystal Palace Core & Shell	10,715	148.87	1,595,099
SW	Sitework			4,252,458
ESTIMATED NET COST		138,985	156.38	21,734,516

MARGINS & ADJUSTMENTS

Design and Estimating Contingency	12 %		2,608,142	
General Conditions including Jobsite Management (GC's)	6 %		1,304,071	
Bonds and Insurances	2.75 %		705,286	
Overhead and Profit	8 %		2,108,162	
Sales Tax (65% of 8.6%)	5.59 %		1,590,924	
Construction Contingency	3 %		901,534	
Escalation to 2nd Quarter 2022 construction start date	5 %		1,548,365	
ESTIMATED TOTAL COST		138,985	233.85	32,501,000

ESTIMATE OF PROBABLE CONSTRUCTION COST

CITY OF PHOENIX SHARED EDUCATION SPACE
PROGRAM ESTIMATE OF PROBABLE CONSTRUCTION COST



LOCATION ELEMENTS ITEM

CS Main Building Core & Shell

GFA: 128,270 SF Cost/SF: 123.86
 Rates Current At May 2021

Ref	Description	Unit	Qty	Rate USD	Total Cost USD
A1010 Standard Foundations					
48	Footing adjustments for structure strengthening (advised not required)	Note			Excl.
Standard Foundations					Excl.
A1030 Slab on Grade					
49	Cut and patch existing slab for new underground plumbing associated with restroom rework and other (includes edge dowels)	SF	8,175	20.00	163,500
Slab on Grade				1.27/SF	163,500
B1010 Floor Construction					
50	Plywood floor sheathing at mezzanine level	SF	16,000	1.50	24,000
Floor Construction				0.19/SF	24,000
B1020 Roof Construction					
14	Strengthen framing members as needed for mechanical equipment, new sheathing	SF	9,600	10.00	96,000
15	Patch roof areas as necessary following mechanical equipment removal	Item			25,000
93	Allowance for partial replacement of loose or missing insulation below roof	SF	112,270	0.50	56,135
Roof Construction				1.38/SF	177,135
B2010 Exterior Walls, Windows & Skin Improvements					
10	Structural steel framing for canopy and facade screening	T	63.88	5,500.00	351,340
12	Structural steel framing at roof mechanical screen walls	T	41.03	5,500.00	225,665
19	Trellis shade structure at exterior areas (reduced area per design team, design to allowance)	SF	5,112	55.00	281,160
11	Metal screen and subframe at facade screening (reduced area per design team, design to allowance)	SF	5,879	45.00	264,555
13	Metal screen and subframe at roof mechanical screen walls (design to allowance)	SF	5,861	45.00	263,745
18	Screening fence at existing outdoor garden enclosure	LF	166	225.00	37,350
20	Exterior wall coating / patching / modifications, repaint, etc	SF	39,417	9.00	354,753
21	Aluminum framed glass entries including shutter openings	SF	2,000	135.00	270,000
92	Allowance for additional exterior wall insulation	SF	39,417	0.50	19,708
Exterior Walls, Windows & Skin Improvements				16.12/SF	2,068,276

CITY OF PHOENIX SHARED EDUCATION SPACE
PROGRAM ESTIMATE OF PROBABLE CONSTRUCTION COST



LOCATION ELEMENTS ITEM

CS Main Building Core & Shell (continued)

GFA: 128,270 SF Cost/SF: 123.86
 Rates Current At May 2021

Ref	Description	Unit	Qty	Rate USD	Total Cost USD
B2030 Exterior Doors					
87	Replace 10' x 12' aluminum roller shutters at automotive area (Excluded, assumed part of Tenant Improvement per Design Team)	EA	6		Excl.
52	Modifications and adjustments at remaining existing exterior doors	Item			6,000
Exterior Doors				0.05/SF	6,000
B3010 Roof Coverings					
79	New roofing at mechanical roof areas	SF	9,600	16.00	153,600
17	Allowance for patch / recoat roofing membrane	SF	113,968	5.00	569,840
16	Allowance for skylights (excluded per design team)	SF	5,000		Excl.
53	Complete replacement of existing roof covering (advised not required)	Note			Excl.
Roof Coverings				5.64/SF	723,440
C1010 Partitions					
54	Interior drywall replacement / repairs	SF	40,388	1.50	60,582
56	Aluminum framed storefront glazing at mezzanine walls	SF	800	95.00	76,000
80	Allowance for new walls at BOH areas as needed	Item			50,000
55	No dividing walls between functional spaces	Note			Excl.
Partitions				1.45/SF	186,582
C1020 Interior Doors					
57	Allowance for interior door modifications / new doors as needed at BOH areas	Item			8,000
Interior Doors				0.06/SF	8,000
C1030 Fittings					
76	Allowance for code required signage (graphics & themeing excluded)	SF	128,270	0.75	96,203
51	Caulking and fire sealant as needed	SF	128,270	1.50	192,405
58	Miscellaneous fittings (corner guards, bollards, fire extinguishers, code signage, etc)	SF	128,270	1.50	192,405
60	Guardrail at mezzanine BOH	LF	120	300.00	36,000
Fittings				4.03/SF	517,013

ESTIMATE OF PROBABLE CONSTRUCTION COST

CITY OF PHOENIX SHARED EDUCATION SPACE
PROGRAM ESTIMATE OF PROBABLE CONSTRUCTION COST



LOCATION ELEMENTS ITEM

CS Main Building Core & Shell (continued)

GFA: 128,270 SF Cost/SF: 123.86
 Rates Current At May 2021

Ref	Description	Unit	Qty	Rate USD	Total Cost USD
C2010 Stair Construction					
59	Grand stairs to mezzanine (includes all finishes and structural modifications)	EA	1	40,000.00	40,000
				0.31/SF	40,000
C3010 Wall Finishes					
61	Paint interior common walls and walls between spaces	SF	55,388	1.00	55,388
				0.43/SF	55,388
C3020 Floor Finishes					
62	Floor prep & sealed concrete finish at concrete areas	SF	112,270	2.50	280,675
88	Unfinished floor at mezzanine	SF	16,000		Excl.
				2.19/SF	280,675
C3030 Ceiling Finishes					
63	Paint exposed ceilings and existing utilities throughout	SF	128,270	1.25	160,337
				1.25/SF	160,337
D1010 Elevators & Lifts					
64	Elevator / lift allowance to mezzanine including new pit, shaft, sump, etc	EA	1	130,000.00	130,000
				1.01/SF	130,000
D2010 Plumbing Fixtures					
66	Allowance for additional sinks and drinking fountains (not included in restrooms)	Item			15,000
				0.12/SF	15,000
D2020 Domestic Water Distribution					
67	Allowance for water distribution piping fittings, valves, connections and insulation (not including restroom areas)	SF	128,270	2.50	320,675
				2.50/SF	320,675
D2030 Sanitary Waste					
68	Allowance for sanitary waste piping, vent piping, fittings, connections, trenching, etc (not including restroom areas)	SF	128,270	2.75	352,743
				2.75/SF	352,743
D2040 Rain Water Drainage					
69	Allowance for minor rain water drainage modifications / repairs	SF	128,270	0.75	96,203
				0.75/SF	96,203

CITY OF PHOENIX SHARED EDUCATION SPACE
PROGRAM ESTIMATE OF PROBABLE CONSTRUCTION COST



LOCATION ELEMENTS ITEM

CS Main Building Core & Shell (continued)

GFA: 128,270 SF Cost/SF: 123.86
 Rates Current At May 2021

Ref	Description	Unit	Qty	Rate USD	Total Cost USD
D2090 Other Plumbing Systems					
70	Allowance for plumbing label, tag, ID, core, sleeve, startup, commissioning, equipment rentals, CAD, modeling, etc	SF	128,270	2.50	320,675
				2.50/SF	320,675
D3040 Distribution Systems					
71	HVAC system, including equipment, ducts, controls, testing, etc	SF	128,270	20.00	2,565,400
91	Branch ductwork to be covered in TI	Note			Excl.
				20.00/SF	2,565,400
D4010 Sprinklers					
72	Modify existing sprinkler system as needed	SF	128,270	3.50	448,945
				3.50/SF	448,945
D5010 Electrical Service & Distribution					
45	Building electrical service and distribution	SF	128,270	9.00	1,154,430
				9.00/SF	1,154,430
D5020 Lighting and Branch Wiring					
46	Power and basic core & shell lighting	SF	128,270	17.00	2,180,590
41	Allowance for electrical power and lighting at entry canopies and facade screen panels	Item			150,000
				18.17/SF	2,330,590
D5030 Communications & Security					
73	Communications and security (backbox & conduit only, headend & cameras equipment excluded per design team)	SF	128,270	2.00	256,540
89	Fire alarm system	SF	128,270	3.00	384,810
				5.00/SF	641,350
D5090 Other Electrical Systems					
74	Allowance for electrical label, tag, ID, core, sleeve, commissioning, equipment rentals, CAD, modeling, etc.	SF	128,270	2.50	320,675
90	Lightening protection system	Note			Excl.
				2.50/SF	320,675
E1010 Commercial Equipment					
75	Loose furnishings, equipment, appliances, sound systems, projectors, tvs's, etc	SF	128,270		Excl.
					Excl.

ESTIMATE OF PROBABLE CONSTRUCTION COST

CITY OF PHOENIX SHARED EDUCATION SPACE

PROGRAM ESTIMATE OF PROBABLE CONSTRUCTION COST



LOCATION ELEMENTS ITEM

CS Main Building Core & Shell (continued)

GFA: 128,270 SF Cost/SF: 123.86
Rates Current At May 2021

Ref	Description	Unit	Qty	Rate USD	Total Cost USD
E2010 Fixed Furnishings					
77	Allowance for fixed furnishings / millwork at common areas (excluding restrooms)	Item			75,000
Fixed Furnishings				0.58/SF	75,000
F1020 Integrated Construction					
65	Complete restroom / lockers room / shower area build out	SF	2,500	450.00	1,125,000
Integrated Construction				8.77/SF	1,125,000
F2010 Building Elements Demolition					
1	Gut main building (finishes, walls, doors, MEP, etc)	SF	128,270	7.00	897,890
3	Demolish mezzanine sheathing	SF	16,000	1.00	16,000
4	Demolish roof finish and sheathing complete (6 bays for new MEP)	SF	9,600	2.50	24,000
5	Demolish lobby entry wall including reshore as needed	SF	2,000	6.50	13,000
6	Miscellaneous exterior demolition (outdoor garden area, loading dock, etc)	Item			18,000
Building Elements Demolition				7.55/SF	968,890
GC General Conditions					
9	General & Temporary Construction Requirements (GR's)	Item			611,037
General Conditions				4.76/SF	611,037
MAIN BUILDING CORE & SHELL				123.86/SF	15,886,959

CITY OF PHOENIX SHARED EDUCATION SPACE

PROGRAM ESTIMATE OF PROBABLE CONSTRUCTION COST



LOCATION ELEMENTS ITEM

CP Crystal Palace Core & Shell

GFA: 10,715 SF Cost/SF: 148.87
Rates Current At May 2021

Ref	Description	Unit	Qty	Rate USD	Total Cost USD
A1010 Standard Foundations					
48	Footing adjustments for structure strengthening (advised not required)	Note			Excl.
Standard Foundations					Excl.
A1030 Slab on Grade					
49	Cut and patch existing slab for new underground plumbing associated with restroom rework and other (includes edge dowels)	SF	536	20.00	10,720
Slab on Grade				1.00/SF	10,720
B1020 Roof Construction					
15	Patch roof areas as necessary following mechanical equipment removal	Item			3,000
93	Allowance for partial replacement of loose or missing insulation below roof	SF	10,715	0.50	5,358
Roof Construction				0.78/SF	8,358
B2010 Exterior Walls, Windows & Skin Improvements					
10	Structural steel framing for canopy and facade screening	T	16.91	5,500.00	93,005
19	Trellis shade structure at exterior areas (reduced area per design team, design to allowance)	SF	685	55.00	37,675
11	Metal screen and subframe at facade screening (reduced area per design team, design to allowance)	SF	1,643	45.00	73,935
20	Exterior wall coating / patching / modifications, repaint, etc	SF	9,817	9.00	88,353
21	Aluminum framed glass entries including shutter openings	SF	320	135.00	43,200
92	Allowance for additional exterior wall insulation	SF	9,817	0.50	4,909
95	Allowance for patching following mansard removal	Item			45,000
Exterior Walls, Windows & Skin Improvements				36.03/SF	386,077
B2030 Exterior Doors					
52	Modifications and adjustments at remaining existing exterior doors	Item			15,000
Exterior Doors				1.40/SF	15,000
B3010 Roof Coverings					
17	Allowance for patch / recoat roofing membrane	SF	11,245	5.00	56,225
16	Allowance for skylights (excluded per design team)	SF	50		Excl.
53	Complete replacement of existing roof covering (advised not required)	Note			Excl.

ESTIMATE OF PROBABLE CONSTRUCTION COST

CITY OF PHOENIX SHARED EDUCATION SPACE

PROGRAM ESTIMATE OF PROBABLE CONSTRUCTION COST



LOCATION ELEMENTS ITEM

CP Crystal Palace Core & Shell (continued)

GFA: 10,715 SF Cost/SF: 148.87
Rates Current At May 2021

Ref	Description	Unit	Qty	Rate USD	Total Cost USD
96	Parapet coping following mansard removal	LF	411	28.00	11,508
	Roof Coverings			6.32/SF	67,733
C1010	Partitions				
54	Interior drywall replacement / repairs	SF	8,441	1.50	12,662
55	No dividing walls between functional spaces	Note			Excl.
82	No interior glass walls	Note			Excl.
	Partitions			1.18/SF	12,662
C1020	Interior Doors				
83	No existing interior doors remain	Note			Excl.
	Interior Doors				Excl.
C1030	Fittings				
76	Allowance for code required signage (graphics & themeing excluded)	SF	10,715	0.75	8,036
51	Caulking and fire sealant as needed	SF	10,715	1.50	16,073
58	Miscellaneous fittings (corner guards, bollards, fire extinguishers, code signage, etc)	SF	10,715	1.50	16,073
	Fittings			3.75/SF	40,182
C3010	Wall Finishes				
61	Paint interior common walls and walls between spaces	SF	8,441	1.00	8,441
	Wall Finishes			0.79/SF	8,441
C3020	Floor Finishes				
62	Floor prep & sealed concrete finish at concrete areas	SF	10,715	2.50	26,788
	Floor Finishes			2.50/SF	26,788
C3030	Ceiling Finishes				
63	Paint exposed ceilings and existing utilities throughout	SF	10,715	1.25	13,394
	Ceiling Finishes			1.25/SF	13,394
D2010	Plumbing Fixtures				
85	No additional sinks and fountains (other than in restroom area)	Note			Excl.
	Plumbing Fixtures				Excl.
D2020	Domestic Water Distribution				
67	Allowance for water distribution piping fittings, valves, connections and insulation (not including restroom areas)	SF	10,715	2.50	26,788
	Domestic Water Distribution			2.50/SF	26,788

Program Estimate of Probable Construction Cost
PHX10521-2 Printed 5 May 2021 12:42 PM

CITY OF PHOENIX SHARED EDUCATION SPACE

PROGRAM ESTIMATE OF PROBABLE CONSTRUCTION COST



LOCATION ELEMENTS ITEM

CP Crystal Palace Core & Shell (continued)

GFA: 10,715 SF Cost/SF: 148.87
Rates Current At May 2021

Ref	Description	Unit	Qty	Rate USD	Total Cost USD
D2030	Sanitary Waste				
68	Allowance for sanitary waste piping, vent piping, fittings, connections, trenching, etc (not including restroom areas)	SF	10,715	2.75	29,466
	Sanitary Waste			2.75/SF	29,466
D2040	Rain Water Drainage				
69	Allowance for minor rain water drainage modifications / repairs	SF	10,715	0.75	8,036
	Rain Water Drainage			0.75/SF	8,036
D2090	Other Plumbing Systems				
70	Allowance for plumbing label, tag, ID, core, sleeve, startup, commissioning, equipment rentals, CAD, modeling, etc	SF	10,715	2.50	26,788
	Other Plumbing Systems			2.50/SF	26,788
D3040	Distribution Systems				
71	HVAC system, including equipment, ducts, controls, testing, etc	SF	10,715	20.00	214,300
91	Branch ductwork to be covered in TI	Note			Excl.
	Distribution Systems			20.00/SF	214,300
D4010	Sprinklers				
72	Modify existing sprinkler system as needed	SF	10,715	3.50	37,503
	Sprinklers			3.50/SF	37,503
D5010	Electrical Service & Distribution				
86	Existing building electrical service and distribution assumed to be adequate	Note			Excl.
	Electrical Service & Distribution				Excl.
D5020	Lighting and Branch Wiring				
46	Power and basic core & shell lighting	SF	10,715	17.00	182,155
41	Allowance for electrical power and lighting at entry canopies and facade screen panels	Item			60,000
	Lighting and Branch Wiring			22.60/SF	242,155
D5030	Communications & Security				
73	Communications and security (backbox & conduit only, headend & cameras equipment excluded per design team)	SF	10,715	2.00	21,430
89	Fire alarm system	SF	10,715	3.00	32,145
	Communications & Security			5.00/SF	53,575

Program Estimate of Probable Construction Cost
PHX10521-2 Printed 5 May 2021 12:42 PM

ESTIMATE OF PROBABLE CONSTRUCTION COST

CITY OF PHOENIX SHARED EDUCATION SPACE

PROGRAM ESTIMATE OF PROBABLE CONSTRUCTION COST



LOCATION ELEMENTS ITEM

CP Crystal Palace Core & Shell (continued)

GFA: 10,715 SF Cost/SF: 148.87
Rates Current At May 2021

Ref	Description	Unit	Qty	Rate USD	Total Cost USD
D5090 Other Electrical Systems					
74	Allowance for electrical label, tag, ID, core, sleeve, commissioning, equipment rentals, CAD, modeling, etc.	SF	10,715	2.50	26,788
90	Lightening protection system	Note			Excl.
Other Electrical Systems				2.50/SF	26,788
E1010 Commercial Equipment					
75	Loose furnishings, equipment, appliances, sound systems, projectors, tvs's, etc	SF	10,715		Excl.
Commercial Equipment					Excl.
E2010 Fixed Furnishings					
77	Allowance for fixed furnishings / millwork at common areas (excluding restrooms)	Item			10,000
Fixed Furnishings				0.93/SF	10,000
F1020 Integrated Construction					
65	Complete restroom / lockers room / shower area build out	SF	300	450.00	135,000
Integrated Construction				12.60/SF	135,000
F2010 Building Elements Demolition					
2	Gut Crystal Palace building (finishes, walls, doors, MEP, etc)	SF	10,715	10.00	107,150
5	Demolish lobby entry wall including reshore as needed	SF	320	6.50	2,080
94	Demolish mansard roof overhang	LF	381	65.00	24,765
Building Elements Demolition				12.51/SF	133,995
GC General Conditions					
9	General & Temporary Construction Requirements (GR's)	Item			61,350
General Conditions				5.73/SF	61,350
CRYSTAL PALACE CORE & SHELL				148.87/SF	1,595,099

CITY OF PHOENIX SHARED EDUCATION SPACE

PROGRAM ESTIMATE OF PROBABLE CONSTRUCTION COST



LOCATION ELEMENTS ITEM

SW Sitework

Rates Current At May 2021

Ref	Description	Unit	Qty	Rate USD	Total Cost USD
G1020 Site Demolition and Relocations					
7	Site demolition (landscaping, asphalt, curbs, electrical, etc)	SF	348,840	0.95	331,398
Site Demolition and Relocations					331,398
G1030 Site Earthwork					
8	Allowance for SWPPP	LS	1	40,000.00	40,000
22	Allowance for site grading and levelling	LS	1	90,000.00	90,000
Site Earthwork					130,000
G1040 Hazardous Waste Remediation					
23	Contaminated soils removal and replacement (assume no contaminated soils exist onsite)	LS	1		Excl.
Hazardous Waste Remediation					Excl.
G2010 Roadways					
44	Allowance for asphalt repairs at surrounding streets	Item			60,000
Roadways					60,000
G2020 Parking Lots					
24	Asphalt paving including compaction and additional base as necessary	SF	212,116	5.00	1,060,580
25	Curbs	LF	7,954	19.00	151,126
26	Curb and gutter	LF	583	30.00	17,490
47	Wheel stops	EA	53	225.00	11,925
32	Parking striping, markings, signage ADA, etc	Item			20,000
Parking Lots					1,261,121
G2030 Pedestrian Paving					
27	Sidewalk including compaction and additional base as needed (include allowance for selected decorative areas)	SF	61,461	12.50	768,263
33	ADA Ramp	EA	19	1,200.00	22,800
Pedestrian Paving					791,063
G2040 Site Development					
28	Allowance for site specialties (bollards, bins, bike racks, benches, firepits, outdoor tables and seating, flagpole, etc)	LS	1	175,000.00	175,000
31	Allowance for site signage (monument and directional)	Item			200,000
42	Allowance for patio demo kitchen grease interceptor and associated infrastructure	Item			75,000

ESTIMATE OF PROBABLE CONSTRUCTION COST

CITY OF PHOENIX SHARED EDUCATION SPACE

PROGRAM ESTIMATE OF PROBABLE CONSTRUCTION COST



LOCATION ELEMENTS ITEM

SW Sitework (continued)

Rates Current At May 2021

Ref	Description	Unit	Qty	Rate USD	Total Cost USD
43	Allowance for site walls at the exterior patio area	Item			80,000
	Site Development				530,000
G2050	Landscaping				
29	Landscaping areas including clean potable soil 1', removal of excess spoil, irrigation, dg and small shrubs, plants)	SF	75,264	5.00	376,320
30	Tree allowance	EA	180	550.00	99,000
	Landscaping				475,320
G3010	Water Supply				
40	Maintain existing water supply to buildings	Item			Excl.
	Water Supply				Excl.
G3030	Storm Sewer				
35	Modifications to stormwater drainage catch basins for new asphalt	Item			70,000
97	Assume underground stormwater mains / piping to remain for site and building	Note			Excl.
	Storm Sewer				70,000
G4010	Electrical Distribution				
36	Allowance for modifications at incoming power to building	Item			75,000
	Electrical Distribution				75,000
G4020	Site Lighting				
37	Allowance for new site lighting poles throughout parking areas (including power feeds,etc)	EA	25	10,000.00	250,000
81	Allowance for additional landscape lighting	Item			50,000
	Site Lighting				300,000
G4030	Site Communications & Security				
38	Allowance for site security	Item			50,000
	Site Communications & Security				50,000
G4090	Other Site Electrical Utilities				
39	Allowance for miscellaneous communication upgrades	Item			15,000
	Other Site Electrical Utilities				15,000
GC	General Conditions				
9	General & Temporary Construction Requirements (GR's)	Item			163,556
	General Conditions				163,556
	SITWORK				4,252,458

Program Estimate of Probable Construction Cost

PHX10521-2 Printed 5 May 2021 12:42 PM

Page 14 of 14



Coffee & Roasters

TOAST
Whole Grain Bread - Top of Bread
Eggs, Sausage, Hash Browns
Available with Butter, or Veggie
Seasoned Butter & Gravy
\$3.99

BAGELS
Whole Grain
Plain - \$2.99
Topped with butter, cream cheese
or honey mustard
\$3.99

market
FRESH EGGS
CHEESES
PIES
JAMS & BUTTERS