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**NOTICE OF PUBLIC MEETING  
THE INDUSTRIAL DEVELOPMENT AUTHORITY  
OF THE CITY OF PHOENIX, ARIZONA  
BOARD OF DIRECTORS**

Pursuant to A.R.S. Section 38-431.02, notice is hereby given to the members of **THE INDUSTRIAL DEVELOPMENT AUTHORITY OF THE CITY OF PHOENIX, ARIZONA, BOARD OF DIRECTORS**, and to the general public, that **THE INDUSTRIAL DEVELOPMENT AUTHORITY OF THE CITY OF PHOENIX, ARIZONA, BOARD OF DIRECTORS** will hold a meeting open to the public on **Thursday, March 21, 2024, at 3:00 p.m.** located at 2201 East Camelback Road, 4<sup>th</sup> Floor, Phoenix, Arizona. Public attendees may also call 669-900-6833 and enter Meeting ID 892 4018 3138, Passcode 649300 to join the meeting.

Pursuant to Arizona Revised Statutes §38-431.03(A)(3) and/or (4), the Board may vote to recess and meet in executive session for the purpose of discussion or consultation for legal advice with the Board's legal counsel and to provide direction to the Board's legal counsel in connection with any matter on the agenda. The Board may consider a motion to go into executive session in accordance with A.R.S. § 38-431.03 (A)(3) for Item 4. Any action taken by the Board regarding this matter will be taken in open meeting session after the adjournment of the executive session.

The agenda for the meeting is as follows:

**Call to Order.**

- 1. Approval of Meeting Minutes.**
  - a. February 15, 2024 – Regular Session
- 2. City Year.** Presentation, discussion, and possible action to approve a grant to City Year.
- 3. Multifamily Housing Revenue Bonds, Notes or Other Obligations (Memorial Towers Project).** Presentation, discussion, and possible action to amend preliminary approval of the issuance of multifamily housing revenue bonds, notes or other obligations to be issued in one or more tax-exempt and/or taxable series to increase the aggregate principal amount to not exceed \$34,000,000.
- 4. Real Estate Property.** Presentation, discussion, and possible action to approve the purchase of real estate.
- 5. Education Session – Ethics and Conflict of Interest.**
- 6. Requests for future board agenda items.**
- 7. Call to the Public.** Comments will be limited to two minutes.

## **Adjournment.**

For reasonable accommodations, please call Lydia Lee at Voice/602-661-6898 or TTY: use 7-1-1, as early as possible to coordinate needed arrangements.

**Date Posted:** March 19, 2024



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Item 1

**MINUTES OF PUBLIC MEETING  
THE INDUSTRIAL DEVELOPMENT AUTHORITY  
OF THE CITY OF PHOENIX, ARIZONA OF  
THE BOARD OF DIRECTORS**

**February 15, 2024**

A public meeting of the Board of Directors of The Industrial Development Authority of the City of Phoenix, Arizona (the “Phoenix IDA”) was convened on Thursday, February 15, 2024, at 3:00 p.m., in person and via Zoom Videoconferencing.

**Board Members present:**

Ms. Tess Burluson  
Mr. Jack Gordon Dover  
Mr. Phil Gordon (*joined at 3:21p*)  
Mr. Aaron Marquez  
Mr. Bruce Mosby  
Ms. Tina Marie Tentori  
Mr. Colin Tetreault

**Board Members absent:**

Mr. Mark Moeremans

**Also present for all or portions of the meeting were:**

Ms. Minnie Andrade, Molina Complete Care  
Mr. Frank Enriquez, Phoenix IDA  
Ms. Wendy Gutierrez, Phoenix IDA  
Ms. Lydia Lee, Phoenix IDA  
Ms. Christine Mackay, City of Phoenix  
Mr. Paul Magallanez, Phoenix IDA

Mr. Vic Reid, Phoenix IDA  
Mr. C.W. Ross, Fennemore Craig, P.C  
Mr. Juan Salgado, Phoenix IDA  
Ms. Cindy Stotler, Phoenix IDA  
Ms. Claudia Whitehead, City of Phoenix

Any member of the public that was present during the meeting was able to hear all discussions and actions taken by Board Members that were present, in person and over the phone, via a videoconferencing system.

Director Mosby called the Board meeting to order at 3:04 p.m. A quorum was noted.

**ITEM 1:      Approval of Meeting Minutes.**

Director Mosby introduced Item 1 seeking approval for the regular meeting minutes for the January 18, 2024, Board of Directors meeting. There being no comments or changes, Director Mosby called for a motion.

**MOTION:** Director Marquez moved to approve the regular meeting minutes for January 18, 2024, Board of Directors meeting. Director Tetreault seconded the motion. **Motion passed -6-0 with Board members T. Burluson, J. Dover, A. Marquez, B. Mosby, T. Tentori and C. Tetreault in favor.**

**ITEM 2: Choice Neighborhoods Employment Hub Planning and Design Report.**

Mr. Salgado introduced Mr. Paul Magallanez, who introduced Ms. Christine Mackay and Ms. Claudia Whitehead of the City of Phoenix Community and Economic Development Department to the board for their presentation and report on the status of the Choice Neighborhoods Employment Hub.

Ms. Christine Mackay gave a short presentation and status update on the Choice Neighborhoods Employment Hub, as reflected in the Phoenix IDA's records for this meeting.

Director Marquez asked Ms. Mackay if there would be opportunities for micro programs within workforce development for Phoenix Union High School students. Ms. Mackay stated that there would be opportunities available. Ms. Whitehead commented that the current Bio Science High School is a great example of those type of opportunities.

Ms. Mackay thanked the Board for their continued support and early buy in to the concept and vision of this project.

This item was for information purposes only, no action was taken.

**ITEM 3: Board Education Session, Low Income Housing Tax Credits (LIHTC).**

Mr. Salgado introduced Ms. Stotler, the Housing Director for the Phoenix IDA, who presented a Board Education Session on Low Income Housing Tax Credits, as reflected in the Phoenix IDA's records for this meeting.

This item was for information purposes only, no action was taken.

**ITEM 4: Requests for future board agenda items.**

Director Mosby introduced the item and offered an opportunity for any board member to recommend any item for future board meetings.

No comments were made.

This item was for information purposes only, no action was taken.

**ITEM 5: Call to the Public.**

Director Mosby made a call to the public.

With no further business to come before the Board, being duly moved and seconded, the Board meeting was adjourned at 4:01 p.m.



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## Item 2

## CITY YEAR – Concept Paper

**Mission/Vision: Provide a general description of the organization’s mission and vision statements. (100 word limit)**

City Year’s mission is to advance educational equity by serving students furthest from opportunity and to develop diverse leaders through national service who can work across lines of difference. We aspire to eliminate the correlation between educational outcomes and students’ social identity and to help create the conditions necessary for young people to thrive.

We believe schools should be places of learning, exploration and risk-taking; where every student feels connected to the school community; where data is used continuously to promote student growth and achievement; and where all students have access to positive relationships and personalized learning environments.

**Project Description: Provide a general description of the conceptualized project. Include the expected duration and whether this is a new or existing effort. (250 word limit)**

City Year intentionally focuses on serving systemically under-resourced school districts which produce a disproportionate number of the nation’s non-graduates. At the invitation of Phoenix Union High School District and Osborn Elementary School District – both districts that meet City Year’s criteria for service partnership – we aim to launch a pilot program in the 2024-2025 school year and to fully launch City Year Phoenix by the 2025-2026 school year. City Year currently serves in 29 cities across the United States; City Year Phoenix will be our 30<sup>th</sup> site. A start-up staff of three to four people will operate the site to begin the pilot program focused on recruiting, onboarding, training, and coaching AmeriCorps Members (ACMs) through their year of service in schools.

City Year deploys teams of diverse young adults to serve full-time in schools, working in partnership with the school leadership to support individual students and whole-school climate activities. City Year ACMs who, nationally, are 76% BIPOC, 52% Pell Grant eligible, and 39% first-generation college students serve as [student success coaches](#), who are near peer tutors, mentors and role models who support students as they grow and thrive. In addition to tutoring students one-on-one and in small groups, ACMs provide classroom and whole school support, partnering with teachers to help students stay focused in class, organizing school-wide events, and running afterschool programs. City Year’s [Whole School Whole Child](#) service model is grounded in the science of learning and development, ensuring that students are strengthening all the skills essential for success in and out of school—social, emotional, and academic.

**Need for the Project: Identify the community indicators that demonstrate the need for the project. Share how the need was determined. (500 word limit)**

City Year recognizes that the barriers to graduation are often steepest for students of color and those living in low-income communities. Across the nation, we focus our service within the 4% of school districts that are both systemically under-resourced and disproportionately contribute to more than 50% of the nation’s non-graduates.

Over the past 2.5 years, we have been engaged in planning conversations with leadership from Phoenix Union and Osborn Elementary districts, including with Superintendents Thea Andrade and Dr. Michael Robert. Both districts understand the myriad ways in which partnering with City Year can serve the

## CITY YEAR – Concept Paper

needs of students, teachers, and schools, place more caring adults in classrooms, and ultimately support the conditions necessary for more students to thrive.

In the schools where City Year Phoenix plans to initially serve, most likely Central High School in Phoenix Union and Solano Elementary in Osborn, too many students still face significant barriers in reaching their potential. According to the [Arizona Education Progress meter](#), which has set education goals for 2030, significant gains still need to be reached in order to meet the following targets:

- Only 44% of Maricopa County 3<sup>rd</sup> graders passed the reading proficiency exam in 2023, against a goal of 74%. At Osborn, only 26% of students passed the exam.
- Only 30% of Maricopa County 8<sup>th</sup> graders passed the math proficiency exam in 2023, against a goal of 80%. At Osborn, only 19% passed the exam.
- Only 82% of students in Maricopa County graduating from high school in 2022, against a goal of 90%. In Phoenix Union, the district graduation rate was 72% and at Central High School, the graduation rate was 70%.

In addition to our work in schools, City Year Phoenix will develop recruitment partnerships and talent pipeline development opportunities with local universities, Phoenix Union High School District, Osborn Elementary School District, and other elementary districts we may serve once the site is fully established. In particular, City Year is focused on helping to address the teacher shortage that exists across the nation and has bold plans to grow our Teaching Fellowship program and expand partnerships at the local and national level to increase the number of diverse, effective and committed teachers working in under resourced schools. Through existing national partnerships with Arizona State University's (ASU) Next Education Workforce, City Year is already offering credentialing opportunities for our AmeriCorps members based on their experience in schools, and we will seek to build upon those offerings with ASU and other university partners to strengthen post-service education and career opportunities. A large percentage of our alumni move into careers in education and teaching in particular - a 2020 alumni study showed that nearly 6,000 City Year alumni are currently serving as teachers, and importantly, 39% of City Year alumni teachers identify as BIPOC compared to the national average of 21% and 86% of City Year alumni teachers persist longer than 3 years compared to <50% nationally. Over time, we believe that City Year will make a meaningful impact on Arizona's ongoing teacher shortage.

**Population to Be Served: The population to be served includes those who will be directly involved in the conceptualized activities. Describe the characteristics of the population including age or age range, gender, race, disability, and any unique characteristics such as needs, risk factors, barriers, etc. Include projections of the number to be served. Where applicable, and if it lends greater understanding to the concept, similar information may be included regarding the indirect population—those impacted by the project even though not directly engaged. (500 word limit)**

City Year intentionally serves in cities with high concentrations of low-income students and large Black and Latino populations. The students we serve reflect the demographics of those groups who have been systematically under-served by our nation's schools.

The majority of students served by PXU and Osborn are from minority populations. At PXU, which is 80% Hispanic, and based on their eligibility for free and reduced meals, more than three quarters or 77.4%



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are economically disadvantaged. In addition, PXU's proficiency rates are below Arizona state averages with only 20% of the district's 9th grade students achieving English Language Acquisition (ELA) proficiency and 23% achieving proficiency in math, relative to 45% percent in ELA and math statewide in 2018. At Osborn, which is 80% students of color, 87% of students qualify for free and reduced lunch.

With approximately 27,000 students in its 22 schools, Phoenix Union High School District is among the 4% of districts contributing most towards the nation's non-graduate rate. Approximately 18% of PXU students are not graduating on time, 86% of those are Black or Hispanic students. Central High School, where City Year will likely begin our service with PXU, is one of the high schools significantly contributing to this rate.

Osborn Elementary School District, one of the 13 elementary districts which feeds into Phoenix Union, Central High School, has 2,651 students (80% students of color), 87% of which qualify for free and reduced lunch. Osborn's proficiency rates reflect students at 15% math proficiency and 20% reading proficiency, both in the bottom 50% of outcomes in Arizona.

Our one-on-one and small group holistic student support work, leveraging AmeriCorps members, targets students in 3<sup>rd</sup> through 9<sup>th</sup> grade – the critical transition years from elementary to middle school and from middle to high school – in high-poverty, urban schools who exhibit at least one of the following key Early Warning Indicators (EWI).

1. **Attendance:** Students with average daily attendance rates below 90%
2. **Behavior:** Students who are exhibiting behavioral issues as identified by the school
3. **Course performance:** Academic grades of a D or F in ELA or math, or performance on academic assessments below proficient

Once established, City Year Phoenix will work closely with district leaders and school principals to develop possible strategies to support the transition from 8<sup>th</sup> grade to 9<sup>th</sup> grade, including opportunities to track the students City Year serves progress across multiple districts.

In addition to our service to students and school, City Year maintains a dual mission to develop the next generation of leaders committed to community and civic engagement. As our diverse corps goes through their City Year service experience, they acquire valuable skills and experience that prepare them for their careers after their service. This formative and intentionally proximate service experience helps ACMs develop their sense of themselves and their ability to partner with others to affect change. Throughout their year of service, ACMs develop durable skills such as relationship building, conflict resolution, critical and analytical thinking, self-identity and agency. These unique traits collectively help ACMs continue their journey as changemakers after their year of service and take ownership of their future plans. Research released by Cornell University in 2023 found that a year of service with City Year supported development of leadership skills to work across lines of difference and facilitates development of career skills needed for future career pathways.

**Goals, Objectives and Strategies: Outline the goals, objectives and key strategies for engaging, retaining and impacting the population that will be served. (500 word limit)**

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City Year will work with PXU and Osborn School districts to co-design success measures but broadly the goals of a new City Year program in Phoenix would be to:

- Increase and improve students' academic performance in English Language Arts and math
- Develop students' social emotional and career readiness skills;
- Increase student and school attendance and engagement;
- Build the pipeline of students graduating from high school ready for college and career success;
- Increase the number of students who enter the 10th grade on-time and on-track

When students fall behind in class, City Year ACMs are available to tutor them before, during, and after school so they can catch up with their materials and foundational skills. And when students face a personal or interpersonal challenge, our ACMS will coach them to reflect upon and manage their actions toward a positive outcome. Working with the students who struggle with attendance, social-emotional development, literacy, and math, they provide targeted interventions and whole school activities to keep students in school and on track to graduate, including:

- Academic Support: Through one-on-one and small group support, ACMs provide one hour of intensive tutoring each week to a select group of students in literacy and math, by working with the school to identify students who are below proficient in content skills (ie are receiving grades of a D and F in their course), in addition to providing whole-class support.
- Attendance Support: AmeriCorps members provide a blend of school-wide and targeted interventions that improve attendance and reduce absenteeism. These include whole school activities such as morning greeting and recognition ceremonies; phone calls home to understand root causes of absenteeism; and a Check-In/Check-Out coaching model to set expectations and discuss challenges around individualized student attendance goals.
- Social-Emotional Skill Building: For students who demonstrate disengagement from school or have trouble expressing themselves, ACMs can deliver an 8-week, social-emotional learning curriculum to help develop eight critical social-emotional capacities including self-awareness, goal-directed behavior, communication and conflict resolution, as determined by the school partnership. Mentors meet individually with each student to discuss student challenges, highlight positive behaviors, and build self-esteem.
- Positive School Climate: City Year fosters a positive environment in which all students are motivated to learn and come to school. ACMs develop school-wide enrichments and service opportunities, host teacher appreciation events, and coordinate community events that engage families.
- Extended Learning: Leading and developing activities in the afterschool space, City Year helps reinforce skills that emphasize homework completion, career readiness, leadership development, enrichment and academic success.

**Projected Outcomes and Related Indicators: Detail the intended outcomes of the conceptualized project. Identify the indicators that will point to the degree that the outcomes have been attained. Explain the evaluation methodology envisioned including a description of who will conduct evaluation activities. (500 word limit)**

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City Year is a data-driven organization, and we evaluate our performance against the annual impact goals provided above, as well as through survey feedback from our school partners. City Year ultimately seeks to improve the academic and social-emotional outcomes of the students we serve, in both the data we track and the data we share with our school partners. Results from a [third-party research study](#) from the Everyone Graduates Center at Johns Hopkins University demonstrate a statistically significant relationship between improved social emotional skills and stronger academic outcomes and that the more time students spend with City Year ACMs serving as student success coaches, the greater the improvement in academic and social-emotional outcomes and that the students furthest from opportunity show the greatest gains.

City Year Phoenix Impact Managers, the full-time staff who will oversee the City Year corps based in our partner schools, will collect quantitative and qualitative data using teacher and principal surveys, databases that track activities, as well as school-level data on student attendance, behavior, assessments, and grades.

As part of our school partnership agreement, City Year will establish a data-sharing agreement with both of our district partners that facilitates data collection and analysis. We use a cloud-based data-monitoring system to track student progress and members' time spent tutoring/coaching students, and a business intelligence (BI) data visualization tool to identify trends in the data that might not be visible in table format. City Year staff and ACMs review this data and meet regularly with partner teachers to discuss student progress. At the end of the school year, the cumulative data is analyzed, and we provide a year-end impact report to school partners and funders. This may include the following metrics:

### **Academic Skills**

- Number of students receiving literacy and/or math tutoring from City Year Phoenix and hours received
- Improvement in students' grades in literacy and math (school-reported data)
- Improvement in students' literacy and math proficiency scores (AASA math and literacy assessments)
- Number of students receiving school-wide academic enrichment services (classroom based, afterschool academic/enrichment support)

### **Attendance**

- Improvement in students' average daily attendance (school-reported data on attendance and tardiness)
- Number of students receiving attendance coaching services and support

### **Social-Emotional Learning & Positive School Climate**

- Number of students participating in in-school or afterschool programming, as well as the number/percentage of students who attend regularly/complete the program
- Number of students receiving school-wide positive school climate and family-engagement support

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- Use of the Holistic Student Assessment and the Devereux Student Strengths Assessment (DESSA) to measure students' SEL growth, in addition to other assessments that may be identified by PXU or Osborn

### **Teacher & Principal Feedback**

Detailed qualitative and quantitative survey data from school partners, indicating if City Year Phoenix AmeriCorps members have increased the schools' capacity to deliver additional student supports, helped students reach grade-level academic proficiency, and nurtured students' non-cognitive social-emotional skills.

### **Collaborative Partners: Describe the role, relationship and value-added of other organizations key to the success of the concept. (500 word limit)**

City Year's model leverages collaborative partnerships, both national and local.

**School Districts** - City Year aims to pilot in Phoenix with Phoenix Union High School District and Osborn District with two teams mid-academic year 2025, adding additional teams and potentially a second Elementary District partner in either 2025 or 2026. With support from our national District Engagement Center of Expertise, City Year Phoenix's Executive Director will work directly with the Superintendents and school leadership teams to ensure alignment on the necessary financial resources, data sharing, deployment of City Year Student Success Coaches in schools, and effective partnership oversight. We will also seek to establish local partnerships with area experts, including ASU, to explore ways City Year Phoenix can support student-level data tracking between the 8<sup>th</sup> and 9<sup>th</sup> grade transition years between the elementary districts and PXU.

**College and University Partners** – We are engaged in several significant ways with ASU. We are exploring partnership opportunities with Dean Cynthia Lietz and her staff at Watts College of Public Service and with Dean Carole Basile and staff at Mary Lou Fulton Teachers' College. Prior to beginning our new site endeavor in Phoenix, City Year was working with ASU's Next Education Workforce to develop learning modules designed for City Year staff and corps members to support our teacher pathways work, with focus on providing AmeriCorps Student Success Coaches entrance and preparation for careers in education. We are also exploring Next Education Workforce's team teaching model which is inclusive of community educators. We can see that City Year Student Success Coaches might fit well into such a model, although it is not currently present in PXU or Osborn. Dr. Steven Gonzales, Chancellor of Maricopa Community College is also supportive of our efforts, and we are exploring ways City Year Phoenix might be able to develop longer-term recruitment and higher education partnership with the college.

**Founding Committee** - During the pilot phase, the Founding Committee will also transition, ideally with several Founding Committee members shifting to serve on our local Site Advisory Board. The committee will nominate a Site Board Chair, who will work with City Year's Senior Leadership and Operations team to launch the search for the site's Founding Executive Director and Senior Vice President. While City Year will retain final hiring decisions on this leader, input from local leadership and our district partners is vital to the process. Once established, the Executive Director of City Year Phoenix will assume oversight

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of all direct service and impact activities in schools, local partnerships that support Phoenix innovations in service and recruitment, fundraising efforts and partnerships, as well as management of the local site board. They will also join a network of 29 other City Year sites across the U.S., and report to a local Market President, who has oversight of markets of a similar size to Phoenix.

### **Sustainability: Explain the plans for sustaining the conceptualized project and/or impact beyond the timeline associated with supported planning and/or implementation activities. (500 word limit)**

City Year's process to launch a new site requires we raise the first four years of the site's private revenue goals in order to ensure City Year Phoenix's leadership can primarily focus on strong implementation of the program in our partner schools in years one and two. With partnerships already secured for Phoenix Union and Osborn, City Year will focus on launching strong service partnerships in Central High School and Solano Elementary School for the pilot, with potential expansion within either Phoenix Union or Osborn in the fall of 2025, or the addition of a third elementary school district partner, which would be determined by the City Year Phoenix Executive Director.

From a funding perspective, City Year historically has a strong, diverse base of private sector support, nationally securing 18% of its total revenue from corporations, 26% from foundations, and 7% from individuals. To launch a sustainable site in Phoenix, with an annual operations budget of approximately \$1.5M, we will seek to secure multi-year corporate team sponsors for each of the schools-based teams, along with multi-year support from foundations and individuals. Our Team Sponsor Program, which engages more than 100 companies in 29 cities, is the premier opportunity for companies to have a positive impact on students and schools while developing future leaders.

In addition to Phoenix IDA, City Year is also currently in conversations with Arizona Community Foundation and anticipate a proposal will be voted on by their board in April 2024. We are also pursuing invitations for proposals from the Steele Foundation, Nina Mason Pulliam Charitable Trust, Bob & Renee Parsons Foundation and the Virginia G. Piper Charitable Trust. With this funding, we will also resume conversations with other organizations that have indicated interest once seed funding has been provided, including APS, SRP, State Farm, and other local corporations. City Year also has national partnerships which it will leverage locally for Phoenix, including with Starbucks, the Taco Bell Foundation, Deloitte, Bank of America and with the Phoenix Suns and Arizona Cardinals, through our national partnerships with the NFL and NBA. We also have a robust network of individual donors across the US, many of whom have ties to Phoenix, whom we will also engage with for support.

### **Projected Budget**

#### **Challenge Grant Investment**

City Year seeks a \$250,000 grant that will serve as a foundational investment to support the launch of City Year Phoenix as the organization's 30<sup>th</sup> site. This grant will initially be leveraged to encourage other funders and partners who have expressed interest and support for City Year to match Phoenix IDA's commitment as a challenge grant, though funding will ultimately support the start-up operations of City Year Phoenix. The \$250,000 grant would cover \$150,000 in program support and \$100,000 City Year Phoenix site staff costs. Program implementation support will cover costs associated with launch of the corps, including recruitment, marketing and events, establishing a local office, onboarding and training

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for the Phoenix staff and corps. The remaining \$100,000 devoted to site staff costs would support the hiring of a City Year Phoenix startup staff team and AmeriCorps Member recruitment. A startup team includes: one Startup Director; one to three Impact Team members; two Recruitment and People support team members.

|                                | <b>Total</b>         | <b>Details</b>  |
|--------------------------------|----------------------|---|
| <b>Program Support</b>         | \$ 150,000.00        | Program implementation support will cover costs associated with launch of the site, including recruitment (marketing and events), establishing a local office, and onboarding and training for the Phoenix staff and corps. |
| <b>City Year Phoenix Staff</b> | \$ 100,000.00        | Funding to support the hiring of key start-up staff to support program delivery and recruitment (3-5 staff members, including the City Year Phoenix Executive Director).  |
| <b>Total</b>                   | <b>\$ 250,000.00</b> |   |

### **City Year New Site: Startup + Three-Year Draft Budget**

Below is a draft budget for a new City Year site based on Phoenix market projections. This model assumes a mid-year start in January 2025 with two teams, one at Phoenix Union and the other at Osborn. Additional teams will be added each year, with either existing or additional district partners.

# CITY YEAR – Concept Paper

|  | <b>Startup Year (Jan - Jun)</b> | <b>Year 1</b>        | <b>Year 2</b>        | <b>Year 3</b>        |
|--|---------------------------------|----------------------|----------------------|----------------------|
|  | <b>Projected</b>                | <b>Projected</b>     | <b>Projected</b>     | <b>Projected</b>     |
|  | <b>2 Teams (~20)</b>            | <b>3 Teams (~30)</b> | <b>4 Teams (~40)</b> | <b>5 Teams (~50)</b> |
| <b>Revenue</b>   |                                 |                      |                      |                      |
| Contributions & Private Grants   | 233,828                         | 1,052,469            | 1,221,053            | 1,255,441            |
| Americorps Grants  | 250,000                         | 750,000              | 1,000,000            | 1,250,000            |
| School Contract Revenue  | 163,000                         | 489,000              | 652,000              | 815,000              |
| Other State & Local Gov  | 3,680                           | 3,312                | 4,048                | 4,048                |
| <b>Total Revenue</b>   | <b>650,508</b>                  | <b>2,294,781</b>     | <b>2,877,101</b>     | <b>3,324,489</b>     |
| <b>Staff Salaries &amp; Benefits</b>   |                                 |                      |                      |                      |
| Staff Salaries   | 215,475                         | 590,580              | 783,350              | 821,336              |
| Staff Benefits   | 38,786                          | 106,304              | 141,003              | 147,841              |
| <b>Total Staff Salaries &amp; Benefits</b>   | <b>254,261</b>                  | <b>696,884</b>       | <b>924,353</b>       | <b>969,177</b>       |
| <b>Corps Stipends &amp; Benefits</b>   |                                 |                      |                      |                      |
| CM Stipends  | 250,000                         | 734,250              | 1,013,000            | 1,282,711            |
| CM Benefits  | 17,500                          | 102,795              | 141,820              | 179,580              |
| <b>Total Corps Salaries &amp; Benefits</b>   | <b>267,500</b>                  | <b>837,045</b>       | <b>1,154,820</b>     | <b>1,462,291</b>     |
| <b>Total Other Non-Personnel Expenses</b>  | <b>96,222</b>                   | <b>193,551</b>       | <b>259,325</b>       | <b>268,402</b>       |
| <b>Subtotal Operating Expenses</b>   | <b>617,982</b>                  | <b>1,727,480</b>     | <b>2,338,499</b>     | <b>2,699,869</b>     |
| <b>Adjustments</b>   |                                 |                      |                      |                      |
| <b>Shared Costs**</b>  | -                               | 452,562              | 394,747              | 458,395              |
| <b>Total Operating Expenses</b>  | <b>617,982</b>                  | <b>2,180,042</b>     | <b>2,733,246</b>     | <b>3,158,265</b>     |
| <b>*** Shared Costs represents costs for ITS, Human Resources, Finance, Communications, Marketing, Recruitment, Training and Evaluation incurred at a national level and allocated to all of City Year's operating sites</b> |                                 |                      |                      |                      |

March 8, 2024

**Clarendon School**

4th - 6th Grade  
1225 W. Clarendon  
Phoenix, AZ 85013  
(602) 707-2200

**Encanto School**

Preschool - 3rd Grade  
1420 W. Osborn  
Phoenix, AZ 85013  
(602) 707-2300

**Longview School**

Preschool - 6th Grade  
1209 E. Indian School  
Phoenix, AZ 85014  
(602) 707-2700

**Montecito  
Community School**

Preschool-8th Grade  
715 E. Montecito  
Phoenix, AZ 85014  
(602) 707-2500

**Osborn  
Community iSchool**

Kindergarten-8th Grade  
715 E. Montecito  
Phoenix, AZ 85014  
(602) 707-2047

**Osborn Middle School**

7th - 8th Grade  
1102 W. Highland  
Phoenix, AZ 85013  
(602) 707-2400

**Solano School**

Preschool - 6th Grade  
1526 W. Missouri  
Phoenix, AZ 85015  
(602) 707-2600

Mr. Juan Salgado, CEO  
Phoenix IDA  
2201E Camelback Rd., Ste. 405B  
Phoenix, AZ 85016

Dear. Mr. Salgado and Phoenix IDA Board of Directors,


It is our distinct pleasure to express the overwhelming support of the Osborn School District and Osborn School District Governing Board in establishing partnership to make City Year Phoenix a reality in the 2024-2025 school year. In February 2022, Osborn established communications to begin what has turned out to be two years of visioning, planning, and now creating the pathways to making City Year Phoenix happen. City Year has been working to develop City Year Phoenix, which would be their 30<sup>th</sup> city corps established in their 22<sup>nd</sup> state. Osborn and Phoenix Union High School District (PXU) have been working with the national City Year team to establish a City Year continuum for a community of students from 3<sup>rd</sup>-9<sup>th</sup> grade. We are prepared for taking every step necessary to have City Year launched within Osborn this coming school year.

After initially presenting City Year conceptually to the Osborn principals in spring 2022, Osborn administration prepared to move Solano School, a preschool-6<sup>th</sup> grade campus, and Osborn Middle School, our districtwide school for our 7<sup>th</sup> and 8<sup>th</sup> grade students, the first City Year schools. Solano school is prepared to be the launching campus for the 24-25 school year. In the fall of 2023, Osborn's Superintendent, Dr. Michael Robert, Chief Officer for Learning & Equity, Abby Potter-Davis, and the Principals of OMS and Solano, Carol Hayes and Theresa Nickolich, accompanied PXU leadership and national City Year staff for a delegation to visit the City Year Tulsa team. The match between City Year objectives and the goals and values of the Osborn schools was clear! The principals returned energized to imagine how their schools will be ready for a City Year launch.

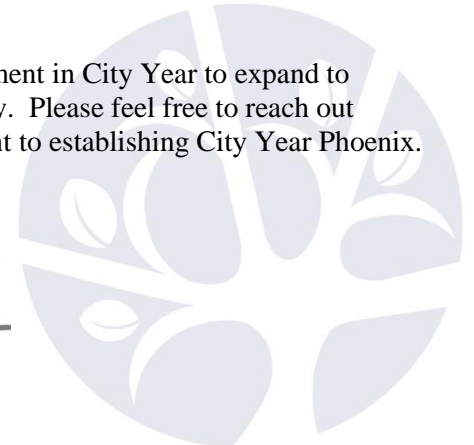
As mentioned before, Dr. Robert and Mrs. Potter-Davis began discussions back in February 2022, so this is a well-cultivated and vetted partnership. The goal would be to have City Year AmeriCorps members committed to beginning somewhere between August 2024-January 2025. Toneille Bent, City Year Vice President—New Site Development and Meredith Hanson, City Year Senior Vice President of External Engagement, Policy, and International Operations, have been our key contacts for these two years of planning. Mrs. Bent's December 2024 presentation to the Osborn School District Governing Board solidified that the encouragement to explore should be converted to a request to formalize partnership. Because of a gull request of every member of the Governing Board for a future action item, we will solidify our support through a resolution to establish City Year Phoenix in the Osborn School District on March 19, 2024.

We write to you today in gratitude for your exploratory grant investment in City Year to expand to Phoenix and stand honored as a district selected to make this a reality. Please feel free to reach out should you have any questions about our district and our commitment to establishing City Year Phoenix.

Respectfully,

  
Michael Robert, Ed.D.  
Superintendent

  
Ed Hermes  
Governing Board President







**CITY YEAR TULSA**

15 E. Fifth Street, Suite 1621  
Tulsa, OK 74103

PHONE 918.815.0391

[cityyear.org/tulsa](http://cityyear.org/tulsa)

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**Leonelle Thompson**  
Williams

**Cyndi Wiesman**  
QuikTrip

March 5, 2024

Attn. Mr. Juan Salgado – CEO and Phoenix IDA Board

Re. City Year Phoenix Partnership

Mr. Salgado and Phoenix IDA Board Members,

Thank you for offering me the opportunity to share a few reflections as you consider the possibility of offering continued funding support to City Year's startup endeavor in Phoenix.

At City Year Tulsa, we believe that all children have tremendous potential. Unfortunately, while potential is evenly distributed, opportunity is not.

For ten years City Year Tulsa has played a critical role in ensuring students, schools, and our communities achieve their full potential. In the last ten years, we have utilized our relationship-first strategy to collaborate with 19 of Tulsa's schools, supporting 22,372 students in achieving academic success while developing essential social and emotional skills. Our student's annual successes have led to even bigger wins, like graduation rates that are up to 37% higher for students served by City Year Tulsa. Through our continued partnership with Tulsa Public Schools, we seek to deepen and enhance our impact on educational systems to drive educational equity, and to provide the right support and learning environments so every student can succeed.

We recently had the privilege of hosting guests from Phoenix Union and Osborn Districts and were able to showcase our current work in our two longest-standing school partnerships, Daniel Webster Middle and High School and Eugene Field Elementary School. We also hosted a lunch conversation with Tulsa Public Schools Superintendent, Dr. Ebony Johnson, and team and representatives from two founding funding champions, George Kaiser Family Foundation and QuikTrip Corporation.

Your support of City Year's exploration and impending launch in Phoenix as a foundational donor is significant and integral to the success of the site going forward. Our foundational partners, namely the George Kaiser Family Foundation were instrumental in championing our presence in Tulsa, brought along other key donors and community champions, and have remained deeply engaged with our work over the last 10 years.

As an executive director for City Year, I have seen how critical it is to be 'founded right,' with strong partnerships and an invested community. This strength and commitment ensure that City Year can show up to serve through challenges and opportunities, always able to put students first.

Sincerely,

Paul Davis  
SVP/Executive Director – City Year Tulsa





# LEADERSHIP

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---

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### **ALAN KHAZEI**

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### **JONATHAN LAVINE**

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Co-Managing Partner, Bain Capital, LP

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---

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Advanced Leadership Initiative

### **JEFF SHAMES**

Executive in Residence, MIT Sloan  
School Of Management

### **JEFF SWARTZ**

Chair Emeritus, City Year, Inc.  
Former President And CEO,  
The Timberland Company



Department of the Treasury  
Internal Revenue Service

P.O. Box 2508, Room 4010  
Cincinnati OH 45201

In reply refer to: 4077989886  
Dec. 21, 2018 LTR 4168C 0  
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BODC: TE

CITY YEAR INC  
% JESSICA GREENFIELD  
287 COLUMBUS AVE  
BOSTON MA 02116-5334

000418

Employer ID number: 22-2882549  
Form 990 required: Yes

Dear Taxpayer:

We're responding to your request dated Oct. 26, 2018, about your tax-exempt status.

We issued you a determination letter in May 1988, recognizing you as tax-exempt under Internal Revenue Code (IRC) Section 501(c)(3).

We also show you're not a private foundation as defined under IRC Section 509(a) because you're described in IRC Sections 509(a)(1) and 170(b)(1)(A)(vi).

Donors can deduct contributions they make to you as provided in IRC Section 170. You're also qualified to receive tax deductible bequests, legacies, devises, transfers, or gifts under IRC Sections 2055, 2106, and 2522.

In the heading of this letter, we indicated whether you must file an annual information return. If you're required to file a return, you must file one of the following by the 15th day of the 5th month after the end of your annual accounting period:

- Form 990, Return of Organization Exempt From Income Tax
- Form 990EZ, Short Form Return of Organization Exempt From Income Tax
- Form 990-N, Electronic Notice (e-Postcard) for Tax-Exempt Organizations Not Required to File Form 990 or Form 990-EZ
- Form 990-PF, Return of Private Foundation or Section 4947(a)(1) Trust Treated as Private Foundation

According to IRC Section 6033(j), if you don't file a required annual information return or notice for 3 consecutive years, we'll revoke your tax-exempt status on the due date of the 3rd required return or notice.

You can get IRS forms or publications you need from our website at [www.irs.gov/forms-pubs](http://www.irs.gov/forms-pubs) or by calling 800-TAX-FORM (800-829-3676).

If you have questions, call 877-829-5500 between 8 a.m. and 5 p.m.,

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CITY YEAR INC  
% JESSICA GREENFIELD  
287 COLUMBUS AVE  
BOSTON MA 02116-5334

local time, Monday through Friday (Alaska and Hawaii follow Pacific time).

Thank you for your cooperation.

Sincerely yours,

*Stephen A. Martin*

Stephen A. Martin  
Director, EO Rulings & Agreements



PHOENIXIDA

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## Item 3



**MEMORANDUM**

**DATE:** March 21, 2024

**TO:** Members, Board of Directors

**FROM:** Frank Enriquez, Administrator and Commercial Lender

**SUBJECT:** Multifamily Housing Revenue Bonds (Memorial Towers Project)

---

**BACKGROUND**

As per Resolution 2023-16 adopted by the Authority at its November 21, 2023 meeting (the “Initial Resolution”), the Authority granted preliminary approval (the “Preliminary Approval”) of the issuance of multifamily housing revenue bonds, notes or other obligations, in one or more tax-exempt and/or taxable series, from time to time pursuant to a plan of financing in an aggregate principal amount not to exceed \$26,000,000 (the “Originally Approved Bonds”) for the benefit of Memorial Towers (TC2) Senior Housing Limited Partnership, an Arizona limited partnership (together with its successors, assignees, and designees, the “Borrower”), which was referred to in the Initial Resolution as a yet-to-be formed tax credit limited liability company or partnership of which National Church Residences, an Ohio nonprofit corporation, is expected to be the sole member of a managing member or the general partner, as applicable.

The proceeds of the Bonds, along with other anticipated financing sources (including 4% low-income housing tax credits), will be used by the Borrower to finance or refinance acquisition, rehabilitation, construction, development, improvement, equipping and/or operation of the project site.

**THE PROJECT**

The Borrower states that the project consists of a multifamily residential rental housing community comprised of approximately 153 units, all, or a portion of which will be set aside for occupancy by low-to moderate-income senior tenants (age-restricted) and currently referred to as Memorial Towers. The project is located at 1405 South 7<sup>th</sup> Avenue in Phoenix, Arizona, south of the southeast corner of 7<sup>th</sup> Avenue and Buckeye Road, within Phoenix City Council District 8, represented by Councilmember Kesha Hodge Washington

**THE REQUEST**

Given the rise in construction costs currently being experienced in the development market, the Borrower is now seeking the Board’s approval of an amended preliminary resolution reflecting a not to exceed amount of \$34,000,000, up from the original preliminary approval, not to exceed amount of \$26,000,000. The amended resolution will allow the Borrower to apply for the higher amount of tax-exempt bond allocation from the State of Arizona.

It is anticipated that the Borrower will seek Board final approval during the third quarter of 2024. Pending such approval, the Borrower intends to seek City Council approval shortly thereafter and expects the transaction to close in November of 2024.

**RECOMMENDATION**

After consultation with the Phoenix IDA's legal advisor, Kutak Rock LLP, I recommend that approval be granted subject to the terms and conditions contained in the amended Board preliminary approval resolution, as reviewed by same.

## **RESOLUTION NO. 2024-06**

**A RESOLUTION OF THE INDUSTRIAL DEVELOPMENT AUTHORITY OF THE CITY OF PHOENIX, ARIZONA APPROVING AN AMENDMENT TO RESOLUTION 2023-16, WHICH GRANTED PRELIMINARY APPROVAL TO THE ISSUANCE OF MULTIFAMILY HOUSING REVENUE BONDS, NOTES OR OTHER OBLIGATIONS TO BE ISSUED FROM TIME TO TIME PURSUANT TO A PLAN OF FINANCING IN ONE OR MORE TAX-EXEMPT AND/OR TAXABLE SERIES, THE PROCEEDS OF WHICH ARE TO BE USED TO FINANCE AN AFFORDABLE SENIOR HOUSING PROJECT, FOR THE PURPOSE OF INCREASING THE AUTHORIZED NOT-TO-EXCEED AGGREGATE PRINCIPAL AMOUNT TO \$34,000,000**

**WHEREAS**, The Industrial Development Authority of the City of Phoenix, Arizona (the “Authority”), is an Arizona nonprofit corporation designated as a political subdivision of the State of Arizona (the “State”) empowered under the Industrial Development Financing Act, A.R.S. § 35-701 et seq., as amended (the “Act”), to issue industrial development revenue bonds for the purposes set forth in the Act, including the making of secured and unsecured loans for the purpose of financing the acquisition, construction, improvement, equipping or operating of a “project” (as defined in the Act) whenever the Board of Directors of the Authority (the “Board of Directors”) finds such loans to further advance the interests of the Authority or the public, and to refund outstanding obligations incurred by an enterprise to finance the cost of a project when the Board of Directors finds that the refinancing is in the public interest; and

**WHEREAS**, the term “project” includes within its meaning under the Act any land, any building or other improvements, and all real and personal properties which are suitable for any “residential real property for dwelling units located within the municipality approving the formation of the corporation;” and

**WHEREAS**, pursuant to Resolution 2023-16 adopted by the Authority at its November 21, 2023 meeting (the “Initial Resolution”), the Authority granted preliminary approval (the “Preliminary Approval”) of the issuance of multifamily housing revenue bonds, notes or other obligations, in one or more tax-exempt and/or taxable series, from time to time pursuant to a plan of financing in an aggregate principal amount not to exceed \$26,000,000 (the “Originally Approved Bonds”) for the benefit of National Church Residences (“NCR”), an Ohio nonprofit corporation and an entity exempt from federal income tax under Section 501(a) of the Internal Revenue Code of 1986, as amended (the “Code”), as a nonprofit organization under Section 501(c)(3) of the Code on behalf of the hereinafter defined Borrower, which was referred to in the Initial Resolution as a yet-to-be-formed tax credit limited liability company or partnership of which NCR is expected to be the sole member of a managing member or the general partner, as applicable; and

**WHEREAS**, Memorial Towers (TC2) Senior Housing Limited Partnership, an Arizona limited partnership (together with its successors, assignees, and designees, the “Borrower”) has requested that the Authority amend the Initial Resolution to increase the authorized aggregate principal amount of the Originally Approved Bonds to an aggregate principal amount not-to-



exceed \$34,000,000 (as increased, collectively with the Originally Approved Bonds, the “Bonds”); and

**WHEREAS**, the proceeds of the Bonds are to be used to make one or more loans (together, the “Loan”) to the Borrower to finance and/or refinance, as applicable, all or a portion of the costs of: (a) the acquisition, rehabilitation, construction, development, improvement, equipping and/or operating of a multifamily residential rental housing community known as “Memorial Towers” (including improvements and facilities functionally related and subordinate thereto) expected to be comprised of approximately 153 units (all or a portion of which will be set aside for occupancy by low- to moderate-income senior tenants (age-restricted)) situated on approximately 3.022 acres and generally located at 1405 S. 7<sup>th</sup> Avenue, Phoenix, Arizona 85007 (collectively, the “Facilities”), (b) funding any required reserve funds, (c) paying capitalized interest on the Bonds, if any, and (d) paying costs and expenses incurred in connection with the issuance of such Bonds (collectively, the “Project”), all in accordance with the Act; and

**WHEREAS**, the Authority is willing to accommodate the Borrower’s requests as described in these recitals, subject to the limitations set forth herein, and the Board of Directors determines hereby that such amendment will be in furtherance of the purposes of the Act and the Authority and in the public interest.

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Directors of The Industrial Development Authority of the City of Phoenix, Arizona as follows:

**Section 1.** All actions which are in conformity with the purposes and intent of the Initial Resolution and this Resolution and in furtherance hereof or thereof, whether heretofore or hereafter taken by or at the direction of the Authority and its officers, directors, staff, employees, agents and Chief Executive Officer of the Authority, including but not limited to the engagement of Kutak Rock LLP, as Authority’s legal advisor (“Legal Advisor”) and bond counsel (“Bond Counsel”), are hereby ratified, confirmed and approved.

**Section 2.** The Board of Directors finds and determines, based on the information provided by the Borrower, (i) that the issuance of the Bonds and the making of the Loan to the Borrower for the purpose of financing and/or refinancing, as applicable, all or a portion of the cost of the Project, and approving the increase of the authorized amount of Bonds to be issued to \$34,000,000 further advance the interest of the Authority under the Act and are in the public interest and (ii) that the Facilities will constitute a “project” within the meaning of the Act.

**Section 3.** The Authority hereby determines (i) that Section 2 of the Initial Resolution is amended such that the authorized aggregate principal amount of the Bonds preliminarily approved to be issued shall be an amount not to exceed \$34,000,000, (ii) that Section 6 of the Initial Resolution is amended such that the Borrower may file a request for allocation for private activity bonding authority for the Bonds through the Arizona Finance Authority (whether in the form of a carryforward allocation or otherwise) in an aggregate principal amount which shall not exceed \$34,000,000, and (iii) that the Initial Resolution is further amended, generally, so that all references to “Bonds” contained therein refer to an aggregate principal amount not-to-exceed \$34,000,000. The Initial Resolution remains in full force and effect except as expressly amended hereby and subject to such conditions as are set forth herein. The Preliminary Approval granted by the Initial

Resolution shall expire on December 31, 2024 unless the Bonds have been issued or an extension of approval is granted by the Authority.

**Section 4.** The proper officers, directors, staff, employees, agents and Chief Executive Officer of the Authority are hereby authorized and directed to do all such acts on behalf of the Authority as may be deemed necessary or desirable to carry out the terms and intent of this Resolution. Signature pages for any documents requiring the Authority's signature shall be delivered to the Legal Advisor no fewer than seven (7) days prior to each date any Bonds are issued (each a "Closing Date") or any other date on which an executed signature page is required, and once executed will be held in escrow by the Legal Advisor and delivered on each Closing Date or on such other date, as applicable, on which an executed signature page is required.

**Section 5.** It is found and determined that all formal actions of the Authority and its Board of Directors concerning and relating to the adoption of this Resolution were adopted in an open meeting and that all deliberations that resulted in those formal actions were in meetings open to the public, in compliance with all legal requirements of the State and the Authority.

**Section 6.** Nothing contained in this Resolution, or in any other instrument, may be considered as obligating the Authority or the City of Phoenix, Arizona (the "City") to any pecuniary liability or charge upon the general credit of the Authority or the City. Furthermore, it is understood that no costs are to be borne by the Authority with respect to the Project and the issuance and sale of the Bonds except those to be paid out of the proceeds of the Bonds, and that the Borrower will promptly pay to or reimburse the Authority for any other fees, costs, and expenses reasonably incurred by the Authority, including the fees of Bond Counsel, its Legal Advisor and financial advisor, if any, whether or not any Bonds are issued or sold.

**Section 7.** If any section, paragraph, clause, or provision of this Resolution shall, for any reason, be held to be invalid or unenforceable, the invalidity or unenforceability of such section, paragraph, clause, or provision shall not affect any of the remaining provisions of this Resolution.

**Section 8.** Any provisions of the Authority's Bylaws, the Authority's Procedural Pamphlet (the "Pamphlet") and/or resolutions inconsistent herewith are hereby waived to the extent only of such inconsistency. This waiver shall not be construed as repealing any Bylaw, Pamphlet or resolution or any part thereof.

**Section 9.** All resolutions and orders, or parts thereof, in conflict with the provisions of this Resolution, other than the Initial Resolution amended hereby, is, to the extent of such conflict, hereby repealed, and this Resolution shall be in immediate effect from and after its adoption.

**Section 10.** Arizona Revised Statutes Section 38-511 requires that every contract to which the State, its political subdivisions or any of the departments or agencies of the State or its political subdivisions is a party include notice that such contract is subject to cancellation, within three years after its execution, by the State, political subdivision, department or agency which is a party to such contract if any person significantly involved in initiating, negotiating, securing, drafting or creating the contract on behalf of the State, political subdivision, department or agency is, at any time while the contract is in effect, an employee of any other party to the contract or an agent or consultant of any other party to the contract with respect to the subject matter of the contract.

**Section 11.** This Resolution is not to be construed as providing advice concerning municipal securities or otherwise. This Resolution represents the Board of Director's preliminary determination that the execution and delivery of documents and delivery of the documents and the offer, sale, issuance and delivery of the Bonds by the Authority as contemplated in this Resolution and the effect thereof will each be in furtherance of the purposes and interests of the Authority under the Act. This Resolution is not intended to provide, and shall not be construed as providing, advice by any member of the Board of Directors to the Authority or to the Borrower with respect to the issuance of the Bonds for purposes of 15 U.S.C. Section 78o-4(e)(4)(A)(i) or otherwise.

*[Remainder of page left blank; Signature page follows.]*

Adopted and approved this 21<sup>st</sup> day of March, 2024.

THE INDUSTRIAL DEVELOPMENT  
AUTHORITY OF THE CITY OF PHOENIX,  
ARIZONA

By: \_\_\_\_\_  
Juan Salgado, Chief Executive Officer

*[Resolution Amending Preliminary Approval Granted Pursuant to Resolution 2023-16;  
Memorial Towers]*



PHOENIXIDA

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# Item 4 Executive Session

City of Phoenix 1414 E. Jefferson St. Development

# GOODE FAMILY LEGACY AFFORDABLE & WORKFORCE HOUSING DEVELOPMENT

February 29, 2024



February 29, 2024

To: Jeff Stapleton  
City of Phoenix  
200 W. Washington  
Phoenix, Arizona 85003

Dear Mr. Stapleton:

The Goode Legacy Project is submitting an offer for the 1414 E. Jefferson St. Development opportunity. The Project team includes the sons of former City of Phoenix Councilmember Calvin C. Goode, Plaza Companies, Foresight Foundation, and the Phoenix IDA.

Our father, Calvin Goode had a longstanding vision and dream of bringing more affordable housing units to the Eastlake Neighborhood. An area where he owned an accounting business, purchased a home, raised his family, and helped with the development of the George Washington Carver Museum and Cultural Center.

We are now carrying on his legacy and vision by acquiring the parcels next to our father's accounting business to assemble approximately 2 acres to build up to 155 units that will include a mix of affordable and workforce apartments. The Goode Legacy will go beyond providing affordable housing and will also incorporate ground floor space that will reflect the needs of the community that could include childcare, senior care, retail, or small grocer. We will also use landscaping and artwork to create a welcoming environment which also provides cultural ties to the neighborhood.

With our local embeddedness, we are committed to working closely with residents, businesses and other stakeholders to create a project that respects the history of Eastlake and looks toward the future. We want to develop community instead of displacing it.

Our proposal reflects the expertise of our team and provides an initial site plan proposal that incorporates the City of Phoenix land along with the land currently owned by our family. Please direct communications regarding the proposal to our point of contact, Elizabeth Berry ([Elizabeth.berry@theplazaco.com](mailto:Elizabeth.berry@theplazaco.com)) with Plaza Companies.

Sincerely,  
Jerald, Randy, and Vernon Goode

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Goode Legacy LLC will lead the ownership group, concept/design, community engagement and public outreach portions of the project. They will partner with the Foresight Foundation and the Plaza Companies along with necessary entities for construction and development. The family currently owns 11 affordable units in the Eastlake neighborhood and has decades of experience in the field. The Goode Family will be bringing their long-standing vision for this property and their Eastlake history to life as the owners of this development.



**RANDY GOODE**  
Owner, Goode Creative  
Real Estate Investor

Randy Goode is an award-winning Creative Director and Brand Strategist in the fields of advertising and design. He has produced work on behalf of local, national, and international brands such as T. W. Lewis Homes, Recovery Empowerment Network, Central Arizona Shelter Services, Arizona Public Service, Brookline Colleges and Sage Software.

His creative endeavors have earned him numerous accolades as well as growth for his clients including three National Healthcare Marketing Awards, an International Business Award and several local Addy advertising awards.

Goode also has over 25 years of experience owning and managing various residential rental properties and currently is the owner or part owner of several rental units, some of which are in the Eastlake community. Previously, he has worked with investors on a proposed 100 condominium project where he assembled a potential local partnership group to work with out-of-state partners. On another project, he purchased 2-1/2 acres of land in South Phoenix, subdivided and sold the parcels.

Goode's community involvement has included serving on the Phoenix Commission of Arts and Culture, the Board of Directors of the Arizona Theatre Company and other organizations. His agency worked with the Goode family and created a fundraiser that raised over \$30,000 towards the Carver Museum and Cultural Center Restoration Project.

He has volunteered his time on the Board of Advisors for Betty Fairfax High School Advertising Program and the Hon Kachina Awards which recognizes ordinary people doing extraordinary things to inspire others to volunteer.

He is a life-long resident of Phoenix, growing up in the Eastlake Park neighborhood, attending Booker T. Washington Elementary School (New Times building) and Phoenix Union High School (7th St & Van Buren). His father, long-time Phoenix City Councilman Calvin C. Goode and Mother Georgie Goode lived in the area for more than 50 years.



## **JERALD GOODE**

**CEO**

**GoodeTax LLC**

Jerald serves as Chief Executive Officer of GoodeTax LLC. GoodeTax LLC prepares tax returns and provides accounting services for individuals, partnerships, small businesses and non-profit organizations. The business was started by Calvin and Georgie Goode in 1955 with the goal of providing quality service at affordable prices.

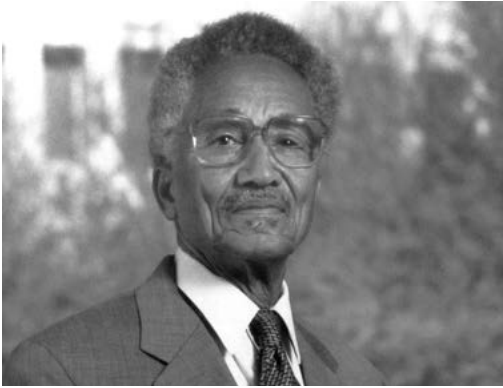
Jerald has dedicated his career to fostering business excellence, driving continuous improvement, and serving his community with passion and commitment. His current role as a Lean Coach at the Arizona Department of Economic Security (DES) encapsulates his expertise in process improvement methodologies. Since 2020, Jerald has been instrumental in spearheading highly complex business process enhancements utilizing methodologies such as Lean, Six Sigma, and the Arizona Management System. Prior to his current role, Jerald served as the Deputy Business Administrator at DES from 2018 to 2020. Here, he played a pivotal role in overseeing the daily operations supporting the Division of Child Support Services (DCSS). His leadership extended to managing the State Disbursement Unit responsible for disbursing nearly \$700 million in child support collections annually. Jerald led Arizona Management System deployment activities, facilitated strategic initiatives, and ensured seamless coordination across diverse stakeholders.

Before his tenure at DES, Jerald held the position of Fiscal Services Director at the Arizona Department of Education (ADE) from 2005 to 2018. In this capacity, he managed substantial federal and state grants, supervised financial reporting teams, and spearheaded initiatives to enhance adult education and workforce training programs. His role extended beyond financial management, as he actively engaged with stakeholders, facilitated training programs, contributed to the development of a new Grants Management Enterprise System and fostered a partnership with the Arizona Community Foundation.

Jerald's commitment to community service is exemplified through his extensive involvement with organizations such as the G.W. Carver Museum and Cultural Center, where he served as Board Treasurer from 2016 to 2020. His leadership was instrumental in establishing financial systems, fostering partnerships, and driving strategic initiatives for community development. Additionally, his religious ministry spanning three decades underscores his dedication to serving others.

In his current capacity as a member of the Arizona Department of Economic Security Diversity Inclusion and Accessibility (DIA) council, Jerald continues to advocate for the well-being of Arizonans, underscoring his enduring commitment to leveraging his expertise for the greater good. With a Bachelor of Science in Business Administration from Arizona State University, Jerald's professional journey spans a diverse array of roles, each marked by leadership, innovation, and a steadfast dedication to service.

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Calvin C. Goode is best known for serving twenty-two years as a Phoenix Councilman — the longest serving Council person in the history of Phoenix. He was often described as The Conscience of the Council because he used his voice to raise questions and pushed for improvements in neglected parts of the community. To commemorate his years of service to the city, the Calvin C. Goode Phoenix Municipal Building was named in his honor.

A tireless representative of all people in Phoenix, Calvin Goode is remembered as a real advocate of people – all people, regardless of color or creed, and a person who loved and cared for all people.

Issues close to his heart included expanding drug abuse programs, enhancing and revitalizing neighborhood parks, increasing childcare facilities, securing adequate housing, and involving all citizens in solving urban problems. As well as being a champion for Head Start, affordable housing, and public safety at the time he left office. His roots begin as the son of a sharecropper, Calvin Goode was born the third of eight children and was raised in rural Arizona and during degrading segregation in Gila Bend and other small towns in Maricopa and Pinal County.



Mr. Goode recalls it as a time when African Americans were not allowed to eat in many restaurants. Housing was restricted to certain areas, and jobs were limited. Mr. Goode returned to Carver High School as the school's accountant. When Phoenix schools were integrated in 1954, Carver High was closed. Calvin Goode was then hired by the Phoenix Union High School District where he worked for a total of thirty years. During those years, Mr. Goode also ran a tax accounting business, Calvin Goode & Associates.



In 1960, Calvin Goode married his wife, Georgie, who was a school teacher. They raised three sons and were both involved in a wide variety of community affairs. During that time, he served on the local school board and chaired the Phoenix LEAP Commission to improve education and job training opportunities. His rise to political visibility began through his involvement in "War on Poverty" programs during the 1960's. Inspired by one of his Heroes, Dr Martin Luther King Jr, Mr. Goode participated in marches and sit-ins in Phoenix, and utilized other means of gaining civil rights for minorities in Phoenix.



He strived to provide affordable housing opportunities for those in need and championed educational programs. He also promoted employment, job training, and business opportunities through the Job Training and Partnership Act and minority and women owned business programs. He had a strong concern for families and children, which resulted in the development of an effective Head Start program. He was also essential in ensuring that the Dr Martin Luther King Jr Holiday was recognized in the City of Phoenix and beyond. During his retirement, Mr. Goode continued to serve his community. He was president of the Phoenix Elementary School Board and he worked on the transition committee for Governor Janet Napolitano. He continued to live in central Phoenix in the home he purchased in 1955 at 15th Street and Jefferson. He was active with the local neighborhood improvement association and Booker T. Washington Child Development Center, a Head Start program.



While Councilman Goode passed away on December 23, 2020, his legacy lives on through his sons, Vernon, Jerald, and Randy, and his many Grandchildren and Great Grandchildren. The Goode Family's commitment to community involvement is exemplified through a myriad of impactful endeavors. Notably, they played a pivotal role in the restoration of the Carver Museum and Cultural Center, orchestrating a successful fundraiser that raised an impressive \$30,000 towards its revitalization.

Additionally, Randy Goode served on the Board of Advisors for the Fairfax High School Advertising Program within the Phoenix Union High School District. Randy also volunteered with the Hon Kachina Awards, which celebrate those who inspire others to volunteer. He also served on the Arizona Theatre Company Board of Directors as the Marketing Committee Chair, and was a member of the Phoenix Commission of Arts and Culture. Randy's commitment to enhancing the cultural landscape extends to his role as a member of the Arizona Arts Commission funding Committee.



As an employee of the State of Arizona, Jerald Goode actively participated in various projects aimed at benefiting the poor and working poor. He partnered with organizations such as Feed My Starving Children, Saint Mary's Food Bank, the Arizona Department of Education's Adopt a Family program, and the Arizona Department of Economic Security fund drives, demonstrating his unwavering dedication to making a difference in the lives of those in need. Additionally, Jerald serves on the Arizona Department of Economic Security Diversity Inclusion and Accessibility (DIA) council, where he works towards the mission of helping Arizonans reach their potential through temporary assistance for those in need, caring for the vulnerable, expanding staff competency, and strengthening stakeholder relationships.

Beyond their professional engagements, the Goode Family members remain active members of the Historic Tanner Chapel A.M.E. Church, demonstrating a steadfast dedication to both their community and faith.

The Goode Legacy project seeks to continue in the trail that was blazed by Councilman Goode and his wife Georgie Goode, providing affordable and attainable housing to families in the heart of the Eastlake Community. Their extensive community involvement will be a significant asset for this project moving forward.





Plaza Companies is a full-service real estate firm specializing in the management, leasing, and development of some of the most innovative real estate projects in Arizona. Since 1982, Plaza Companies has established a proud track record as a competitive, connected, and conscientious real estate firm with partnerships throughout the industries it serves. Plaza Companies specializes in high-profile, transformational, and complex mixed-use projects and has helped create some of the most successful public-private-institutional partnerships to fuel economic development in the Valley of the Sun.

### INDUSTRIES

Mixed-Use | Office | Retail | Senior Living | Residential | Bioscience | Education | Hospitality | Industrial | Medical Office

### REAL ESTATE SERVICES

Development | Design & Construction | Property & Facilities Management | Brokerage & Leasing Services

### CORE VALUES

#### *Our Commitment*

We understand that real estate is a local business, and local relationships make a difference. Equipped with significant capital and decades of experience, Plaza Companies offers its partners financial support, strategic guidance, and a significant network of meaningful contacts. We pride ourselves on our public-private partnerships, relationships with exceptional companies, and ability to work creatively in the commercial real estate industry.

#### *Our Business*

Plaza Companies' leadership in the development, acquisition, management, and leasing of more than 14 million square feet of high-quality properties in Arizona shows that Plaza possesses the knowledge, experience, and ability to deliver complex projects and provide best-in-class client and building services. Plaza's projects have been widely recognized, and a spirit of commitment embodies the firm as we build relationships with clients, contractors, vendors, investors, tenants, residents, and communities.

### AWARDS

- Top Companies to Work For
- Most Admired Companies
- Distinguished Service Award, Greater Phoenix Economic Council
- America's Best Nursing Homes People and Projects to Know
- Real Estate Forum's Women of Influence
- Arizona Forward Environmental Excellence Awards
- No. 1 senior living community for 20 consecutive years: Vi at Grayhawk

#### *Best of NAIOP*

- Medical Office Broker of the Year | 2019-2022
- Office Build-to-Suit 2022
- Talk of the Town | 2019
- Medical Office
- Project of the Year | 2019
- Award of Excellence | 2019

#### *RED Awards*

- Project of the Year | 2019
- Numerous awards for SkySong, Park Central, and other projects



PLAZA  COMPANIES

**SHARON HARPER**

**Chairman and CEO**

As CEO, Chairman and Co-Founder of Plaza Companies, Sharon Harper oversees all facets of company operations, including the ownership, development, leasing, or management of nearly 13 million square feet of Arizona urban transformational projects, medical healthcare companies, senior living communities, and bioscience centers.

With Harper at the helm, Plaza Companies' properties and projects have received significant recognition within the real estate, construction, senior living, technology and medical sectors, and the company has proved instrumental in setting a national standard of excellence in the ownership, development, management and leasing of award-winning facilities throughout these sectors. Her forward-thinking commitment to commercial real estate has helped Plaza Companies emerge as one of the premier real estate firms in the Southwest, earning numerous awards and designations under her leadership.

Harper's personal business achievements have earned considerable praise as well. Harper served as the Executive Committee Chair for the City of Phoenix GO Bond Committee for 2022, working closely with the Phoenix City Council on the allocation proposals of \$500 million in bond funds. She received NAIOP's 2019 Award of Excellence, was named among the 2019 Leaders of the Year in Public Policy for the Economy by Arizona Capitol Times, earned recognition as 2017's "Woman of the Year" by Valley Leadership, and was listed among the Phoenix Business Journal's "Landmark Leaders" the year prior. She and her husband, Dr. Oliver Harper, also received a Lifetime Achievement Award from Phoenix Theatre.

Harper is an Honorary Commander of Luke Air Force Base, and among many public service endeavors, Harper also served as Chairman of Governor Doug Ducey's re-election campaign in 2018 and Chairman of the Prop. 123 campaign in 2016. She was the recipient of the "Distinguished Service Award" by the Greater Phoenix Economic Council in 2014. She also earned inclusion among AZRE's "People to Know in Commercial Real Estate," Real Estate Forum's "Women of Influence," and AZ Big Media's "20 Most Influential Women in Commercial Real Estate" that same year. She was also the recipient of the "Lifetime Achievement Award for Most Admired Leader" by the Phoenix Business Journal and received the "Citizen Leadership Award" from the International Economic Development Council in 2013, and she also earned a spot on AZRE magazine's "50 Most Influential Women in Arizona Real Estate" in 2012 and Arizona Business Magazine's "50 Most Influential Women, 2012." She is also an active member of the Counselors of Real Estate.



### **JON STELZER**

#### **Executive Managing Director of Development, Design, and Construction**

Jon Stelzer joined Plaza Companies in 2007, following more than two successful decades in project management and the construction industry. Mr. Stelzer's primary responsibilities with the firm include overseeing the companies' construction of medical, office, healthcare, and senior living facilities.

He and his team work closely on a wide range of projects, including small physician office remodels, full tenant improvement projects, and various office clamshell and senior

living ventures. The most recent projects Mr. Stelzer has completed construction management on are SkySong 5, a 150,000-square-foot biotechnology office building; the Creighton University Health Sciences Building at Park Central in Phoenix; an extensive renovation of the award-winning Splendido at Rancho Vistoso senior living community in Tucson; and the award-winning Estrella Medical Plaza II in Phoenix. Mr. Stelzer oversees the master development of SkySong, The ASU Scottsdale Innovation Center, and is currently working to complete SkySong 6, a planned 330,000-square-foot building. The project will be 1.2 million square feet when completed.



### **ELIZABETH BERRY**

#### **Senior Director of Development Services**

Elizabeth Berry is the Senior Director of Development Services at Plaza Companies, a position in which she utilizes her extensive political communications skill set to lead development projects. Berry is involved with all of Plaza's flagship projects in ensuring they are built through mutually beneficial partnerships and with the highest standard of quality. She has also led first-of-its-kind workforce training efforts through partnerships with the City of Phoenix, Maricopa County Community College District, Grand Canyon University, and our various industry partners.

Prior to joining Plaza Companies, Berry had a strong background in political communications at the state and federal level, serving as a press secretary for Arizona Governor Doug Ducey and U.S. Senator Jeff Flake. She is a member of the Urban Land Institute, the Arizona Chapter of the National Association of Industrial and Office Parks, Valley Partnership, as well as Phoenix Committee on Foreign Relations. Berry studied political science and public policy at The George Washington University and has an MBA from Arizona State University, W.P. Carey School of Business.

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Foresight Foundation is an Arizona nonprofit corporation with a community based mission to promote and support economic and community development through investments in minority-owned enterprises, housing, education, and healthcare while promoting the business case for diversity, both social and financial. The Foresight Foundation leadership team has over 100 years combined experience in community economic development related work for and with other entities with the goal of improving outcomes within the underserved/underrepresented communities.



## **DR. ANTOINETTE FARMER-THOMPSON**

**President/CEO**

**Strayer University, Provost & Chief Academic Officer**

**Foundation for Female Equity & Inclusion, Co-Founder**

Dr. Antoinette Farmer-Thompson is an accomplished and visionary leader, faculty, and administrator with a proven track record of delivering exceptional outcomes and driving transformation in higher education. With over twenty-five years of experience in both corporate America, academia, and economic development, she possesses a unique blend of expertise that drives meaningful change and inspires excellence within higher education institutions.

Having held executive positions at esteemed institutions such as Arizona State University, Grand Canyon University, and currently serving as Provost and Chief Academic Officer at Strayer University, Dr. Farmer-Thompson's leadership extends beyond the academic domain with a focus to further drive economic mobility for students through economic development and workforce transformation. Through planning, strategic relationship building with community economic councils, key partnerships have been created/leveraged the strengths of both academia and industry, creating mutually beneficial opportunities for growth.

Dr. Farmer-Thompson's higher education tenure includes previous roles as Founding Honors College Dean, Senior Vice President of Institutional Effectiveness, Division Chief Financial & Operations Officer with responsibility for over \$1.2B in real estate, and Chief Diversity Officer. the Provost and Vice President for Academic Affairs. This broad range of experience reflects her versatility and depth of knowledge and oversight across multiple domains such academic programs, faculty, academic analytics, institutional effectiveness, assessment, accreditation, institutional research, reporting, and strategic planning functions.

She has earned a reputation as a "turnaround specialist" for her successful leadership in comprehensive process improvement, financial recovery planning, and organizational restructuring . Additionally, she proudly serves as the President/CEO of the Foresight Foundation for Economic Equity, an emerging Community Development Financial Institution (CDFI).

Foresight was launched in 2020 and has since been successful in serving the community. Over 100 businesses have participated in the listening circles, over \$1M in on balance sheet loans, and over \$30M in off balance sheet loans. Other key accomplishments include launching three Black, Brown, & Women consortiums in technology, health care, and affordable housing. Also notable is the work done with 25 organizations to create the African American Economic Development Plan.





**FORESIGHT FOUNDATION**  
FOR ECONOMIC EQUITY



## **RICHARD CREWS**

**Real Estate Development & Affordable Housing Initiatives  
Director of Regional Strategies and Initiatives, Keys to Change**

Richard Crews is the Director of Regional Strategies and Initiatives for the Keys to Change, the lead agency Working Together to End Homelessness across the Phoenix Metro Area. His career has taken him from neighborhood transformation work in the heart of South Phoenix, to driving systems level strategies and solutions across the United States. His efforts to create impact have been featured by the Arizona Republic, Living Cities, and the Stanford Social Innovation Review among other publications. Mr. Crews has spoken

nationally, and facilitated conversations centering issues related to institutional oppression, education, and designing innovative approaches to address homelessness and housing in urban areas. In 2017, The Greater Phoenix Urban League named Richard as one of the Top 40 Diverse leaders Under 40. He is a National Equity in Education Fellow Alumni of STRIVE Together, A Shriver Center on Poverty Law Racial Justice Institute Fellow Alumni, as well as a Bank of America Neighborhood Builder Emerging Leaders Alum, among other fellowships and credentials.

Currently, Mr. Crews serves on several advisory boards including being a vice chair of the African American Advisory Board for the Maricopa County Sheriff's Office dating back to 2016, and is on the Board of Directors for ALWAYS (Arizona Legal Women and Youth Services). Richard also is elected as the international Parliamentarian for the Richard Allen Young Adult Council, which serves as the Young Adult Ministry arm of the African methodist Episcopal Church, the oldest predominantly African American denomination in the United States. From 2021 to 2023 he also served as the Co-Chair of the Maricopa County Continuum of Care Committee, a HUD mandated committee comprised of stakeholders across the county working at a systems level to find solutions for the Unhoused and Unsheltered of Maricopa County.

Beyond the Keys to Change, Richard leads the Real Estate Development and Affordable Housing efforts of Foresight Foundation for Economic Equity, a minority lead and community driven emerging Community Development Financial Institution (CDFI) working to close the racial wealth gap in Arizona. Above every credential, the title he is most-proud of is that of "daddy" to his three sons Jeremiah, Malachi and Jelani.



The Phoenix IDA is an entrepreneurial nonprofit that draws upon its decades of experience and proven record of accomplishments to support community and economic development through access to capital. The Phoenix IDA improves our community through multiple strategies such as bond financing, nonprofit and small business loans, and down payment assistance to advance homeownership. The organization's primary goal is to positively impact vulnerable populations and underserved communities.

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**CINDY STOTLER**  
**Housing Director**

Cindy Stotler is the housing director for the Phoenix IDA. Stotler is responsible for developing, implementing, managing and updating the overall housing strategy on behalf of the Phoenix IDA to maximize support and benefits to underserved communities in Phoenix and Maricopa county, which aligns with the organization's mission.

The City of Phoenix committed to creating or preserving 50,000 housing units by 2030. Part of the plan includes prioritizing new housing in areas of opportunity; redeveloping city-owned land with mixed-income housing; increasing public, private and philanthropic financing; and supporting affordable legislation, among other goals.

Stotler works with representatives from the City of Phoenix, the State of Arizona, various federal housing agencies, as well as communities, organizations and neighborhoods on issues related to affordable housing.

With more than three decades of experience, Stotler is a highly skilled executive with vast knowledge about public administration, federal programs, housing development and community engagement. She most recently served as deputy director for the Arizona Department of Housing, and prior to that served 32 years with the City of Phoenix, including six years as housing director.

Stotler has a master's degree in human relations and a bachelor's degree in accountancy, both from Northern Arizona University. She has won numerous awards of excellence from the City of Phoenix over her career, including the City Manager's Individual Excellence in Management Award.

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ARCHITECTURAL  
RESOURCE TEAM

design with purpose



Doug McCord, AIA, LFA, LEED AP BD +C/H  
Principal + Director of Design

resume

#### background

Doug brings 22 years of experience to the ART team, with a unique background in architecture and mechanical engineering. Sustainability is the focus in Doug's project experience. His concern for the human condition and passion for creating projects that help us relate to our environment are the fundamental tenets of his design philosophy. Doug has a background in mechanical engineering completing his graduate studies in architecture. In this respect he is a valuable member of any design team with his ability to understand and interact with the engineering disciplines resulting in a truly integrated design process.

#### education

Masters in Architecture | Arizona State University | 1998

Bachelor of Science Mechanical Engineering | Texas A&M University | 1989

#### experience

12 years with ART

22 years in the Industry

#### registrations

Registered Architect

AZ | GA | IA | KS | MS | NE | NV | NM | SC | PA | TN | TX | VA | UT | MD

AZ No. 36769

NCARB No. 62135

Living Future Accredited

LEED Accredited Professional, Building Design + Construction, Homes

#### affiliations

Faculty Associate | College of Design, ASU

Phoenix Green Chamber of Commerce | Former Board of Directors

Arizona Chapter USGBC | Former Board of Directors

ASU College of Architecture and Design Alumni Board | Former Board of Directors

#### awards

2015 Valley Forward Merit Award - Stepping Stone Place

2015 ADOH Best Urban Housing Project - La Mesita Phase 1

2005 Valley Forward Award for Sustainability Initiatives - Moran Architects Sustainability Operations Manual

Scottsdale Museum of Contemporary Art, Merit Award - Flip-a-Strip Competition

2007 AIA Top 100 Buildings in Arizona - Yavapai College Library/Computer Commons

SW Contractor Best of 2005 Education Project K-12 - Salt River High School

SW Contractors Best of 2004 Green Building Under \$5 Million - Chino Valley A+STC

AIA Jackson Street Design Competition 2000 - Winner



ARCHITECTURAL  
RESOURCE TEAM

design with purpose

projects

### housing

- 209 West Jackson | Affordable Housing | Phoenix, AZ
- 2722 Office to Apartment Conversion | Phoenix, AZ
- artspace MESA lofts | Affordable Housing | Mesa, AZ ^
- Collins Court | Housing for the Chronically Homeless | Phoenix, AZ
- Coronado Commons | 20 Single Family Attached Homes | Phoenix, AZ
- La Mesita Phase 1, 2 & 3 | Affordable Housing | Mesa, AZ ^ [LEED-H Platinum]
- La Mesita Phase 2 | Emergency Family Shelter | Mesa, AZ
- La Mesita Phase 3 | Affordable Housing | Mesa, AZ ^ [LEED-H Platinum, pending]
- San Marina | Affordable Housing | Phoenix, AZ
- Stepping Stone Place | Supportive Housing | Phoenix, AZ ^ [LEED-H Platinum]
- Verde Villas on Thomas | Affordable Housing | Phoenix, AZ
- 26forty Townhomes Infill Project | Phoenix, AZ \*
- 52thirty Townhomes Infill Project | Phoenix, AZ \*
- Flagstaff Senior Meadows | Affordable Senior Housing | Flagstaff, AZ \*
- Gibson Garden Villas | Affordable Senior Housing | Phoenix, AZ \*
- Mahogany Ridge Resort Community | Grand Tetons, ID \*
- Meadow Ranch | Housing | Coeur d'Alene, ID \*^
- Rancho Dorado Affordable Housing Project | 62 Units | Phoenix, AZ \*
- Rancho Montanas Affordable Senior Housing | Phoenix, AZ \*
- Roosevelt 217 Mixed-Used Residential | Conceptual Drawings | Phoenix, AZ \*
- Ruby Heights | Affordable Housing Community | Nogales, AZ \*
- San Carlos Affordable Housing Projects | 34, 35 + 36 | San Carlos Apache Comm, AZ \*
- San Marina Housing | Affordable Housing Renovation | Phoenix, AZ \*
- White Mountain Villas | Affordable Senior Housing | Show Low, AZ \*

^ denotes LEED project

\* while principal at Moran Architects

### commercial

- Chicanos Por La Causa | Avenida de los Ninos Conceptual Plan | Phoenix, AZ
- Chicanos Por La Causa | Maryvale Community Center TI | Phoenix, AZ
- Discount Tire | 500+ Facilities | 28 States
- Moran Architects Studio | Remodel | Scottsdale, AZ \* ^ [LEED-CI]
- United Cerebral Palsy of Central Arizona | Day Training Services TI (Conceptual) | Phoenix, AZ
- United Cerebral Palsy of Central Arizona | Interior Office TI | Phoenix, AZ
- Sailing Hawks Spa and Resort | Lake Havasu, AZ \*
- Salus Wellness Center | Concept Only | Calgary, Canada \*
- Sol Imperial Destination Spa | Loreto Bay, Mexico \*
- Spa at Sailing Hawks | Lad Havasu, AZ \*
- V Life Full Circle Spa | Las Vegas, NV \*

^ denotes LEED project

\* while principal at Moran Architects



ARCHITECTURAL  
RESOURCE TEAM

design with purpose



Christian Solorio, AIA, NOMA, LFA, LEED AP BD +C  
Studio Leader - Affordable Housing

resume

#### background

Christian is a registered architect, problem solver and servant leader who has embedded community engagement and advocacy into his career. He is able to leverage his skills as a designer and connections within the community to provide cross-sector design solutions to make a positive impact in underserved and underrepresented neighborhoods. As the leader of the housing studio at A|R|T, Christian ensures that every project provides innovation in affordable housing design with a human, community, and planet-focused approach. Christian has become a subject matter expert in affordable housing with experience throughout the spectrum of affordability from Permanent Supportive Housing and Transitional Housing to Affordable Rental and Homeownership project types.

#### education

BS Architecture | Arizona State University | 2012

#### experience

7 years with ART

11 years in the Industry

#### registrations

Registered Architect, AZ No. 65333

#### affiliations

Arizona State Representative Legislative District 30 (2021-2023)

Trellis Community Development - Board Chair

Arizona Housing Coalition - Board of Directors

Alhambra Village Planning Committee - Board Member

Alhambra Elementary District School Board - Board Member

Phoenix Union Foundation for Education - Board of Directors (2019-2021)

AIA Arizona - Board of Directors - Chair of Government Affairs

Valley Leadership - Catalyze Class 1

Hispanic Leadership Institute - Class of 2018

National Association of Latino Elected Officials

National Organization of Minority Architects

Be a Leader Foundation (2008-2021)

#### awards

2022 AIA Arizona Presidential Citation Award

2022 AIA Phoenix Presidential Citation Award

2020 ENR Southwest Top Young Professional

2018 Valle del Sol Project of Impact Award

2018 Rio Salado Architecture Foundation - Robert Saemisch Prize



ARCHITECTURAL  
RESOURCE TEAM

design with purpose

projects

#### housing

- artspace MESA lofts | Affordable Housing | Mesa, AZ
- Collins Court Phase 2 | Housing for the Chronically Homeless | Phoenix, AZ
- La Mesita Phase 3 | Affordable Housing | Mesa, AZ
- Acacia Heights Phase 1 | Affordable Housing for Seniors | Phoenix, AZ
- Acacia Heights Phase 2 | Affordable Housing | Phoenix, AZ
- Acacia Heights Phase 3 | Affordable Housing | Phoenix, AZ
- Mesquite Terrace | Affordable Housing | Phoenix, AZ
- Step Up Housing | Transitional Housing | Mesa, AZ
- St. Michael's Crossing | Veteran Housing | Phoenix, AZ
- CASS Shelter Expansion | Homeless Shelter | Phoenix, AZ
- Second Avenue Commons | Workforce Housing | Mesa, AZ
- St. Gerard's House | Housing for Single-Mothers | Phoenix, AZ
- Trellis at the Park | Affordable Homeownership | Phoenix, AZ
- Trellis at Colter | Affordable Homeownership | Phoenix, AZ
- San Francisco Square | Affordable Housing for Seniors | Flagstaff, AZ
- Valencia | Affordable Housing | Tucson, AZ
- V17 Tiny Home Veterans Community | Veteran Housing | Phoenix, AZ
- CARE Campus 3D Printed Homes | Veteran Housing | Mesa, AZ
- Ohana Farms | Transitional Housing | Phoenix, AZ
- Grand Avenue Townhomes | Affordable Homeownership | Phoenix, AZ
- 2900 E Van Buren | Affordable Housing | Phoenix, AZ
- Laurel Tree Apartments | Affordable Housing | Phoenix, AZ
- Trellis High-Performing Homes | Affordable Homeownership | Avondale, AZ
- Moli Gardens South | Single-Family Attached | Phoenix, AZ
- Moli Gardens North | Mixed-use | Phoenix, AZ
- American Legion Veteran Housing | Veteran Housing | Phoenix, AZ
- East Vally Men's Center Expansion | Homeless Shelter | Mesa, AZ
- Devereux Adolescent Behavioral Health Center | Residential Treatment Center | Scottsdale, AZ
- Navajo Housing Authority Bluestone Community | Mixed-use | Houck, AZ\*

#### other relevant projects

- Native American Connections | Phoenix Indian Visitors Center | Phoenix, AZ
- Chicanos Por La Causa | Pickle House Business Incubator | Phoenix, AZ\*
- City of Mesa Greenfield Park | Mesa, AZ
- City of Mesa Countryside Park ADA Improvements | Mesa, AZ
- City of Mesa Monterey Park Library | Mesa, AZ
- City of Phoenix La Pradera Park | Phoenix, AZ
- Arizona Game and Fish 1000-Yard Shooting Range | Phoenix, AZ\*
- GCC Veteran Services BUilding | Glendale, AZ
- Mainstreet Rapid Recovery Center of Phoenix | Phoenix, AZ
- Mainstreet Rapid Recovery Center of Tucson | Tucson, AZ
- Mainstreet Rapid Recovery Center of Surprise | Surprise, AZ
- Mainstreet Rapid Recovery Center of Chandler | Chandler, AZ

\* completed at a previous firm

## PARK CENTRAL

### Plaza Companies



Park Central combines its rich mid-century-modern history with a focus on technology, innovation, and design, including all the most sought-after features in today's office and retail market. Park Central's original design as an outdoor regional mall has provided a unique opportunity to utilize features that are attractive to attracting healthcare and bioscience users with wet and dry lab spaces and educational institutions.

Park Central's successful redevelopment has included a \$15 million investment to convert the property to a mixed-use retail and creative office campus, with a heavily landscaped linear park in partnership with the City of Phoenix, complete with a splash pad, fire pit and community gathering space.

It also includes the development of an upscale multifamily residential community, two new Hilton hotels that are currently under construction on site, and new retail buildings facing Central Avenue. The project is also home to workforce training initiatives in hospitality, construction and property management.

These have all created a sense of place for Creighton University Health Sciences Campus, Alliant International University, WCU Smith Chason School of Nursing, Jamestown University, WearTech and other office tenants and visitors.

Park Central has been a true Public-Private-Partnership that is a testament to Plaza's strong relationships with the City of Phoenix. Beyond developing a linear park through the property connecting Park Central to the City's expansive

bike path system and creating a connective and healthy environment, Plaza worked with the City to create a Community Facilities District for a \$30 million bond issue to construct a 2,001-space parking structure on site. The Phoenix IDA is also a partner in the Hilton hotels.

Public-Private-Partnerships even extend to current tenants such as WearTech Applied Research Center — a collaboration between the City of Phoenix, ASU, Greater Phoenix Economic Council, US Economic Development Administration, and more. WearTech features an engineering and prototyping lab, conference and coworking space and close proximity to clinical and research partners.

Furthering the collaboration, Mayor Kate Gallego in her 2023 State of the City address recognized Park Central as the catalyst for the bioscience hub in the community known as PHOENIX MEDICAL QUARTER, Global Advancement of Health and Education. The designation recognizes the influx of healthcare, bioscience and education at Park Central and the surrounding midtown area including Barrow Neurological Institute, Dignity Health St. Joseph's Hospital and Medical Center campus and others.

Additional phases at Park Central that are currently under planning will build on this region by adding additional wet and dry labs, world-class research institutes, and more. Barrow currently has a dry lab in development at Park Central that will be home to 56 full-time employees and 16 student trainees.

## CREIGHTON UNIVERSITY HEALTH SCIENCES CAMPUS-PHOENIX

Plaza Companies



Creighton University has expanded its health sciences footprint significantly in Arizona through its \$100 million Health Sciences-Phoenix campus that fully opened in September 2021.

The Creighton University Health Sciences-Phoenix campus is the nation's only Catholic health sciences campus west of Omaha. The building is constructed with steel, concrete and glass and is designed to be an iconic structure in the heart of the Phoenix community. It was built with sustainable building practices and in a way that combines exceptional open and meeting spaces, high-tech simulation rooms and laboratories, and abundant office space for the university's needs.

Within the next few years, more than 900 students are expected to enroll at the Creighton University Health Sciences-Phoenix campus, invigorating Arizona's health

infrastructure with physicians, nurses, pharmacists, physician assistants, physical therapists and occupational therapists.

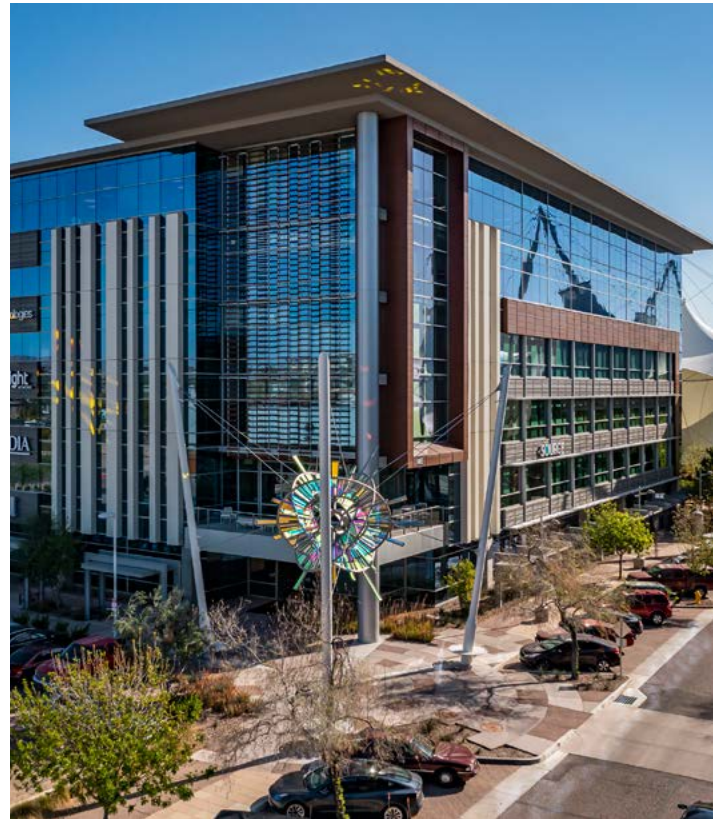
The Creighton University Health Sciences-Phoenix campus features a new four-year medical school, state-of-the-art simulation labs and instruction rooms that will support learning and growth. It includes 16 Standardized Patient Simulation exam rooms equipped with hospital-grade features, a trauma simulation room, 10 high-fidelity simulation areas for other specialties, an expansive outdoor terrace and spaces to collaborate throughout the facility.

Innovative public spaces include an extensive and noteworthy art collection that honors Creighton's history, as well as the history and natural beauty of Arizona, while also spotlighting core principles of the Jesuit faith. These areas create an exceptional learning environment for Creighton students.



## SKYSONG

Plaza Companies



SkySong, The ASU Scottsdale Innovation Center is one of the premier economic engines in the Valley of the Sun, with an estimated impact of \$58.2 billion over the next 30 years and with even more value as a brand representing innovation and entrepreneurship. The project's success is a direct result of a focus on innovation and technology that attracts companies ranging from some of the world's best-known brands to one or two-person startups.

Rising from the ashes of a long-dormant retail property, SkySong is now a dynamic center for innovation and technology thanks to the collaboration and partnership with Arizona State University Foundation, Plaza Companies, Holualoa Companies, and the City of Scottsdale. SkySong has been successful in its goal of attracting cutting-edge and innovative companies and their base of knowledge workers from around the world, integrating the resources of ASU with the opportunities of the private sector. Current tenants include – Evernorth Care Group, Banner Health, Source, ASU Research Enterprise, Neolight, Intermountain Electronics, Solugenix, Neogenomics, Dell, and more.

The 42-acre mixed-use development will include more than

1.2 million square feet upon buildout. SkySong 1, 2, 3 and 4, all approximately 145,000 square foot office buildings, are near full occupancy. Additionally, SkySong 5 was completed in September 2019, and the SkySong Apartments opened in Fall of 2013 and are currently leasing 1- 2- and 3-bedroom apartments

The SkySong shade structure has become one of Scottsdale's most recognized icons. The project is oriented around shaded and landscaped pedestrian scale boulevards with public gathering places and open spaces, water features and bike paths. As ASU President Michael Crow has noted, "for ASU, teaming up with the private sector to develop a campus that would focus on discovery, converting research to the marketplace, producing new companies, high wage jobs and tax revenue for the city and state, is part of the university's commitment to advance a more robust and resilient Arizona economy. SkySong has been an enormous success as a public-private partnership that has brought life to south Scottsdale, but what's more important than that is the work that is being done there and the talented people from the university, its partners and other private sector members who are coming here to do it."

The Goode Legacy project is filling the needs of the Eastlake community by providing a new development with affordable and workforce housing. Calvin Goode had advocated for more affordable housing options since the 1960s and now his sons are bringing this vision to reality. The development could include up to 155 units with retail space on the ground floor. The development is also placing an emphasis on community space, including an outdoor amenity deck.

The vision of the amenity deck is to provide connection and views to the community directly to the south of the property. The amenity deck will feature stadium seating with shade to allow for community gathering and provide the “porch” for the development to engage outwardly. The podium deck will feature a mixture of small and large gathering areas, with a mixture of shaded and unshaded areas. There will be exterior BBQ’s with associated tables and chairs. An area for outdoor games such as cornhole, horseshoes and other backyard style activities. A clubhouse will be provided with direct connection to the exterior deck. A fitness area will also be provided with a direct tie to the deck to allow for outdoor activities like yoga. The intent is to provide an extension of the home and connection to the surroundings for both a serene retreat or lively gathering.

To foster a thriving community, stability becomes a cornerstone, and our commitment echoes Councilman Goode’s dedication to advancing education and economic opportunities for women and minority-owned enterprises. We recognize the integral role of retail space in our affordable housing project’s success.

Our strategy involves collaboration with local small minority business incubators to establish a dynamic framework, offering rotating pop-up spaces to emerging entrepreneurs in Metro Phoenix. The emphasis is on employing residents from Eastlake, particularly those within the residential development, creating a symbiotic relationship between the housing project and local economic development.

Furthermore, we have had discussions with and will continue to pursue a potential partnership with the Booker T. Washington Child Development Center. This collaboration will not only provide cross-generational tutoring but also function as a capacity-building hub, energizing individuals interested in establishing their Early Childhood Centers in urban settings. This multifaceted approach aims to create a lasting impact on both the youth of our community, setting them on a trajectory for success, and aspiring business leaders seeking opportunities to contribute to successful commerce while concurrently serving the community. Other partnerships could include a space for workforce development, healthcare clinic, and other supportive services. The project will offer both affordable and workforce housing units, which will represent at least 50 percent of all units.



## Site Study

Currently, parcel 116-48-022 is owned by a private individual and the project team will work to acquire the land, if our submittal is selected. A site summary indicating land owned by the City of Phoenix, the Goode Family, and the private individual is below.

The project team conducted two site studies with Architectural Resource Team. Concept 1, including Parcel 116-48-022 and Concept 2, excluding Parcel 116-48-022.



Area 1 (2 Blue boxes) Owner- City of Phoenix  
 Parcels - 116-48-016A, 017A, 018A, 019A, 020A, 021A, 023A  
 Lot Sizes - 6,865, 6,865, 6,865, 6,845, 6,952, 6,959, 7,082 SF  
 Total Square Footage - 48,433 SF (1.11 Acres)

Area 2 (Green Box ) Owner- 3rd Party  
 Parcel - 116-48-022  
 Lot Size - 7,000 SF  
 Total Square Footage - 7,000 SF (0.16 Acre)

Area 3 (2 Red Boxes) Owner- The Goodes  
 Parcels - 116-48-024, 037, 038, 039, 040  
 Lot Sizes - 7,000, 7,000, 7,000, 7,000, 7,000 SF  
 Total Square Footage - 35,000 SF (0.8 Acre)

Total acreage of the 3 areas - 2.07 Acres

Concept 1  
Including Parcel 116-48-022

| AREAS ~       |            |            |  |
|---------------|------------|------------|--|
|               | BUILDING A | BUILDING B |  |
| TOTAL         | 161,750 SF | 93,250 SF  |  |
| TOTAL OVERALL | 255,000 SF |            |  |

| PARKING |        |        |
|---------|--------|--------|
|         | SITE A | SITE B |
| STALLS  | 99     | 45     |
| TOTAL   | 144    |        |

| DWELLING UNIT MIX |         |            |            |
|-------------------|---------|------------|------------|
| UNIT TYPE         | AREAS ~ | BUILDING A | BUILDING B |
| 1BR               | 675 SF  | 45         | 22         |
| 2BR               | 900 SF  | 19         | 10         |
| 3BR               | 1200 SF | 4          | 4          |
| EFF-BR            | 500 SF  | 31         | 20         |
| TOTAL             |         | 99         | 56         |
| TOTAL OVERALL     |         | 155        |            |



1414 E. JEFFERSON ST  
PHOENIX, AZ 85034

PLAZA COMPANIES  
GOODE FAMILY LEGACY

SCHEMATIC DESIGN  
REVISION SCHEDULE

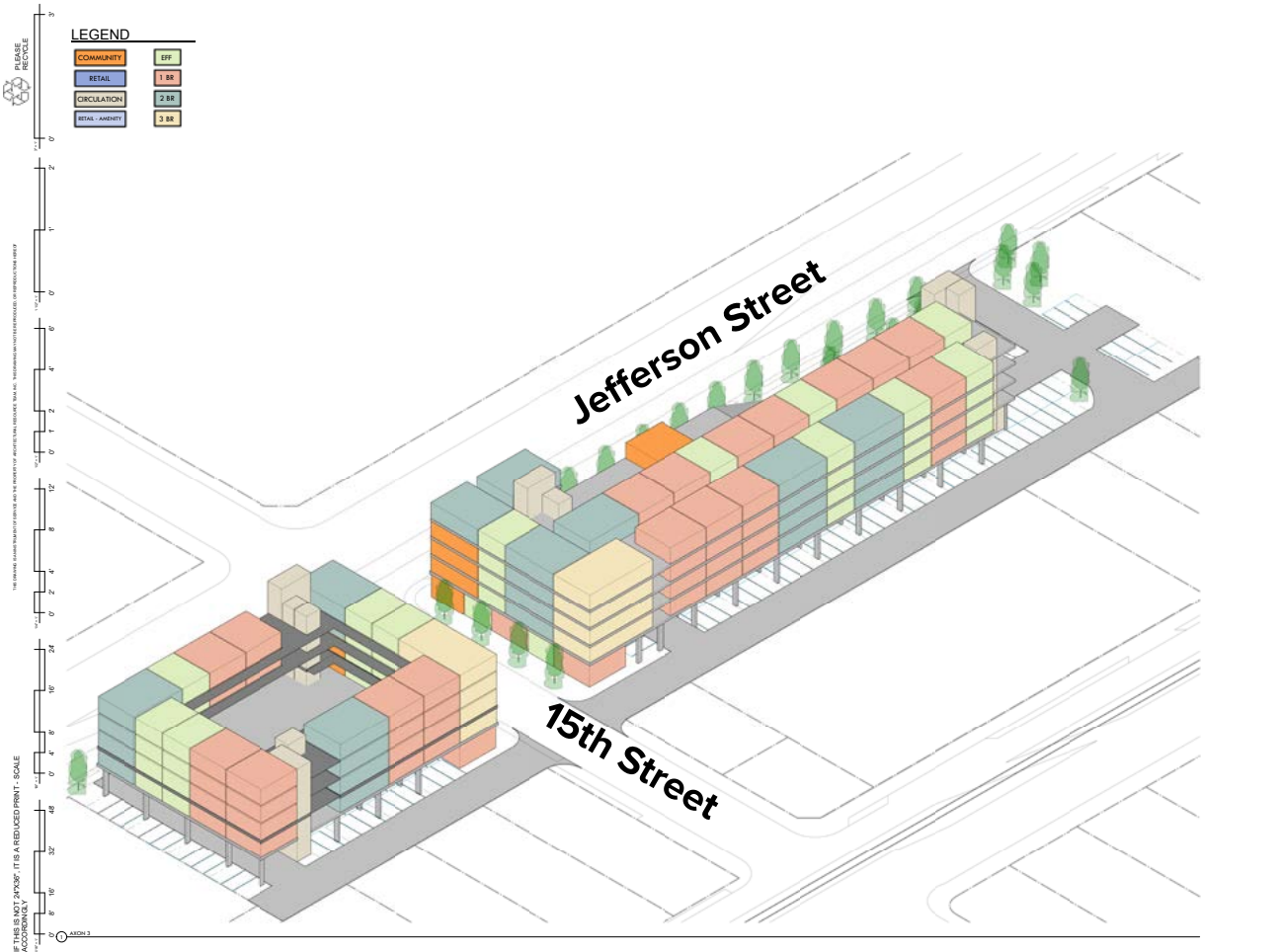
| # | DATE | DESCRIPTION |
|---|------|-------------|
|   |      |             |

26014  
02.19.2024

PRELIMINARY  
NOT FOR  
CONSTRUCTION

SCHEMATIC - AXON

Z3.01



1414 E JEFFERSON ST  
PHOENIX, AZ 85004

PLAZA COMPANIES  
GOODE FAMILY LEGACY

SCHEMATIC DESIGN

| REVISION SCHEDULE |      |             |
|-------------------|------|-------------|
| #                 | DATE | DESCRIPTION |
| 1                 |      |             |

24014  
02.19.2024

PRELIMINARY  
NOT FOR  
CONSTRUCTION

SCHEMATIC - AXON

Z3.02

1414 E JEFFERSON ST  
PHOENIX, AZ 85004

PLAZA COMPANIES  
GOODE FAMILY LEGACY

SCHEMATIC DESIGN

| REVISION SCHEDULE |      |             |
|-------------------|------|-------------|
| #                 | DATE | DESCRIPTION |
| 1                 |      |             |

24014  
02.19.2024

PRELIMINARY  
NOT FOR  
CONSTRUCTION

SCHEMATIC - AXON

Z3.03

Concept 2  
Excluding Parcel 116-48-022

| AREAS ~       |            |            |
|---------------|------------|------------|
|               | BUILDING A | BUILDING B |
| TOTAL         | 73,250     | 93,250 SF  |
| TOTAL OVERALL | 166,500 SF |            |

| PARKING |        |        |
|---------|--------|--------|
|         | SITE A | SITE B |
| STALLS  | 90     | 45     |
| TOTAL   | 144    |        |

| DWELLING UNIT MIX |         |            |            |
|-------------------|---------|------------|------------|
| UNIT TYPE         | AREAS ~ | BUILDING A | BUILDING B |
| 1BR               | 675 SF  | 38         | 22         |
| 2BR               | 900 SF  | 28         | 10         |
| 3BR               | 1200 SF | 4          | 4          |
| EFF-BR            | 500 SF  | 18         | 20         |
| TOTAL             |         | 88         | 56         |
| TOTAL OVERALL     |         | 144        |            |



1414 E JEFFERSON ST  
PHOENIX, AZ 85034

PLAZA COMPANIES  
GOODE FAMILY LEGACY

SCHEMATIC DESIGN

| REVISION | SCHEDULE         |
|----------|------------------|
| 1        | DATE DESCRIPTION |

24014  
02.19.2024

PRELIMINARY  
NOT FOR  
CONSTRUCTION

SCHEMATIC - AXON

Z3.01



1414 E JEFFERSON ST  
PHOENIX, AZ 85034

PLAZA COMPANIES  
GOODE FAMILY LEGACY

SCHEMATIC DESIGN

| REVISION SCHEDULE |                    |
|-------------------|--------------------|
| #                 | DATE / DESCRIPTION |
| 24014             | 02.19.2024         |

PRELIMINARY  
NOT FOR  
CONSTRUCTION

SCHEMATIC - AXON

Z3.02



1414 E JEFFERSON ST  
PHOENIX, AZ 85034

PLAZA COMPANIES  
GOODE FAMILY LEGACY

SCHEMATIC DESIGN

| REVISION SCHEDULE |                    |
|-------------------|--------------------|
| #                 | DATE / DESCRIPTION |
| 24014             | 02.19.2024         |

PRELIMINARY  
NOT FOR  
CONSTRUCTION

SCHEMATIC - AXON

Z3.03





If the Goode Legacy team is selected by the City of Phoenix, the Phoenix IDA will proceed with the land purchase as described in the following Letter of Intent.

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2201 E. Camelback Road, Ste. 405B  
Phoenix, AZ 85016  
[www.phoenixida.com](http://www.phoenixida.com)

February 23, 2024

VIA EMAIL TO [JEFF.STAPLETON@PHOENIX.GOV](mailto:JEFF.STAPLETON@PHOENIX.GOV)

Mr. Jeff Stapleton  
Program Manager  
City of Phoenix, Arizona  
Phoenix Community and Economic Development  
200 W. Washington St., 20th Floor  
Phoenix, Arizona 85003

Re: Letter of Intent (“LOI”) to purchase 1414 E. Jefferson Street, Phoenix, AZ 85034

Dear Jeff:

The Industrial Development Authority of the City of Phoenix, Arizona (“Buyer”) hereby submits this letter of intent (“LOI”) to purchase from the City of Phoenix, Arizona (“Seller”) that certain real property described as approximately 1.06 acres of improved/unimproved land located at 1414 E. Jefferson Street, City of Phoenix, County of Maricopa, State of Arizona, Parcels 116-48-016A, 116-48-017A, 116-48-018A, 116-48-019A, 116-48-020A, 116-48-021A and 116-48-023A (the “Property”) on the following terms and conditions. The purchase and sale contract (the “Purchase and Sale Agreement”) and other documentation necessary in connection with this transaction shall be consistent with the terms and conditions of this proposal, other transactions of this type, and in form and substance reasonably satisfactory to both Buyer and Seller. This proposal is intended as an outline of certain material provisions to be included in the Purchase and Sale Agreement and does not address all matters upon which the agreement must be reached in order for the Purchase and Sale Agreement to be in form and substance satisfactory to the parties and for the purchase and sale to be consummated. Without limiting the generality of the foregoing, such documentation shall provide for the following:

**Buyer:** Buyer and/or its Nominee, which may include a joint venture between Buyer and The Plaza Companies or an entity affiliated with one or both of these parties.

**Purchase Price:** One Million Five Hundred Twenty-Four Thousand and 00/100 Dollars (\$1,524,000.00), payable in cash at closing. There will be no financing contingency.

**Purchase and Sale Agreement:** Within ten (10) calendar days of parties hereto executing this LOI, Buyer shall deliver a completed Purchase and Sale Agreement to Seller incorporating the basic terms and conditions contained herein. Seller shall have fifteen (15) calendar days from receipt of Purchase and Sale Agreement to execute and deliver the Purchase and Sale Agreement to Buyer.

Earnest Money Deposit: Ten Thousand and 00/100 Dollars (\$10,000.00) to be placed into escrow upon execution by both parties of the Purchase and Sale Agreement. Earnest money deposit to be applied to Purchase Price and shall become non-refundable (except in the event of a Seller default) upon the expiration of the Due Diligence Period described below.

Escrow Agent: Pioneer Title Agency, Inc. acting as the Escrow Agent, whose address is 7301 N. 16<sup>th</sup> Street, Suite 250, Phoenix, AZ, Attn: Donna Walt, Branch Manager (E: donna.walt@pioneertitleagency.com; P: (602) 328-8866), shall be the Escrow Agent and shall open escrow immediately following delivery of a copy of this LOI signed by Buyer and Seller (“Opening Date”). The parties hereto agree to sign such additional documents as are customarily used in Maricopa County for the purchase and sale of improved/unimproved land, as well as escrow instructions as may be required by the Escrow Agent, so long as they contain the terms of this LOI.

Closing Date and Closing Costs: The Closing Date shall be within fifteen (15) days following the expiration of the Due Diligence Period described below, unless the escrow is cancelled by Buyer during the Due Diligence Period. Seller shall pay the costs of a standard owner’s policy of title insurance, commissions, and one half of escrow fees and expenses, in addition to its portion of real estate taxes, assessments and other matters customarily prorated as of the Closing Date. The parties hereto shall endeavor to have all necessary closing documents signed and deposited into escrow two (2) business days prior to Closing.

Title: Within seven (7) calendar days following the Opening Date, and at Seller’s sole expense, Escrow Agent shall deliver a current preliminary title report and commitment for title insurance to Buyer.

Due Diligence Period: The Buyer shall have ninety (90) calendar days from the Opening Date (“Due Diligence Period”) to examine all matters related to the Property. Seller shall within five (5) business days following the Opening Date provide to Buyer, at Seller’s sole expense, copies of all existing insurance policies and certificates; plans and specifications; studies, surveys, site plans, copies of current leases or licenses, and all other contracts or agreements that pertain to the Property; tax notices and correspondence; appraisals; zoning reports and/or letters; existing title policies; existing Phase I and/or Phase II environmental site assessments; soil reports; correspondence, resolutions, and similar records relating to the Property, the development thereof or the environmental condition located thereon that were delivered to or performed by or for Seller or its affiliates that are in the possession of, or are readily available to, Seller, its agents, or its affiliates (collectively, the “Due Diligence Documents”).

Buyer’s contingencies shall include, but will not be limited to, approval of the following: (a) Approval from the Buyer’s Board of Directors to proceed with the contemplated purchase of the Property; (b) updated ALTA survey, environmental assessment, property inspection and appraisal of the Property. Costs of said survey, environmental assessment, property inspection and appraisal (or updates to such existing reports) to be borne by the Buyer; (c) Easements, reservations, conditions, covenants and restrictions of record; (d) Title matters; (e) Physical inspection of the Property; (f) Taxes and assessments.

If any of these, or other, diligence and contingency items are deemed unacceptable to Buyer during the Due Diligence Period for any reason or no reason at all, Buyer shall have the right to cancel the escrow without liability or penalty and receive a full return of the Earnest Money Deposit.

Warranties and Representations: The completed Purchase and Sale Agreement shall include standard representations and warranties of the Seller customary for property sales transactions including, but not limited to, the following: (a) Seller has the unrestricted power and authority to convey the Property to Buyer; (b) the property is free of all occupants and there are no options to purchase or leases in effect, (c) Seller is not aware of any violation of any zoning, land-use, environmental, public health, or safety laws related to the Property; and (d) Seller has not discharged or permitted the storage on the Property of any hazardous materials, and Seller is not aware of any discharge or storage of hazardous materials on the Property by any other persons. All of the above shall be to the best of the Seller's knowledge and belief.

Other Conditions: Buyer will agree to add a condition to the Purchase and Sale Agreement to use commercially reasonable efforts to cause the property to be rezoned as Walkable Urban Code T 5:5 and cause the property to be developed as a mixed-use project with predominantly residential use within 36 months following the Closing. The project would include affordable & workforce housing with 50% or more of all residential units must come from the following two categories: Affordable - Units must be available at rents not exceeding 30% of income for households earning 60% or less of the Area Median Income (AMI); and Workforce - Units must be made available at rents not exceeding 30% of income for households earning between 80% to 120% of the AMI. The project would also include a variety of unit sizes across all proposed classifications of unit types (affordable, workforce and market-rate) with each building including a mix of all proposed classifications of unit types with no demarcation between, or segregation of, proposed unit-type classifications.

Brokers: Buyer and Seller acknowledge that they have represented themselves in this transaction and no real estate broker, agent or agency was contacted to market and/or sell the Property, nor was any real estate broker, agent or agency responsible for negotiating the terms of this Agreement. If any real estate broker, agent or agency should make a claim for commission(s), the party whose action led to such claim shall be solely responsible for the resolution of such issue, including the obligation to indemnify, hold harmless, and defend all other parties hereto. This indemnity shall survive termination of the Purchase and Sale Agreement and the Close of Escrow. Seller acknowledges that it shall be responsible for all real estate commissions due on the consummation of the Agreement contained herein.

Governing Law: The purchase contemplated in this LOI shall be governed by the laws of the State of Arizona.

Time for Acceptance: This LOI must be accepted by Seller by its execution and delivery of a copy of this Agreement on or before 5:00 p.m. on March 31, 2024 ("Expiration Date") to Buyer. If not so accepted, this LOI shall expire and be of no further force and effect on the Expiration Date. This LOI may be executed in counterparts and signatures may be by email of pdf copies.

1414 E. Jefferson Street LOI – February 23, 2024

Page 4

Non-Binding Nature: Except for the provisions set forth in the Sections entitled Purchase and Sale Agreement and Time for Acceptance, nothing herein shall constitute a legally enforceable or binding agreement of the parties hereto. However, this LOI does evidence the intent of the parties hereto to proceed in good faith to negotiate a definitive agreement that is generally consistent with this LOI. Neither party hereto shall have any liability to the other party hereto if a definitive agreement is not executed for any reason within thirty (30) days of the date this LOI is signed by both parties hereto. Statements above as to which party hereto will do, or agree to do, or the like are so expressed for convenience only, and are understood, in all instances (except as provided herein) to be subject to the mutual continued willingness to proceed with any transaction as negotiations take place.

**BUYER:**

THE INDUSTRIAL DEVELOPMENT AUTHORITY OF THE CITY OF PHOENIX, ARIZONA

DocuSigned by:  
*Juan Salgado*  
By \_\_\_\_\_  
EE59C16AF7AF4E2...  
Juan Salgado  
Chief Executive Officer

ACCEPTED AND AGREED TO BY SELLER ON \_\_\_\_\_, 2024.

**SELLER:**

CITY OF PHOENIX, ARIZONA

By \_\_\_\_\_

Name \_\_\_\_\_

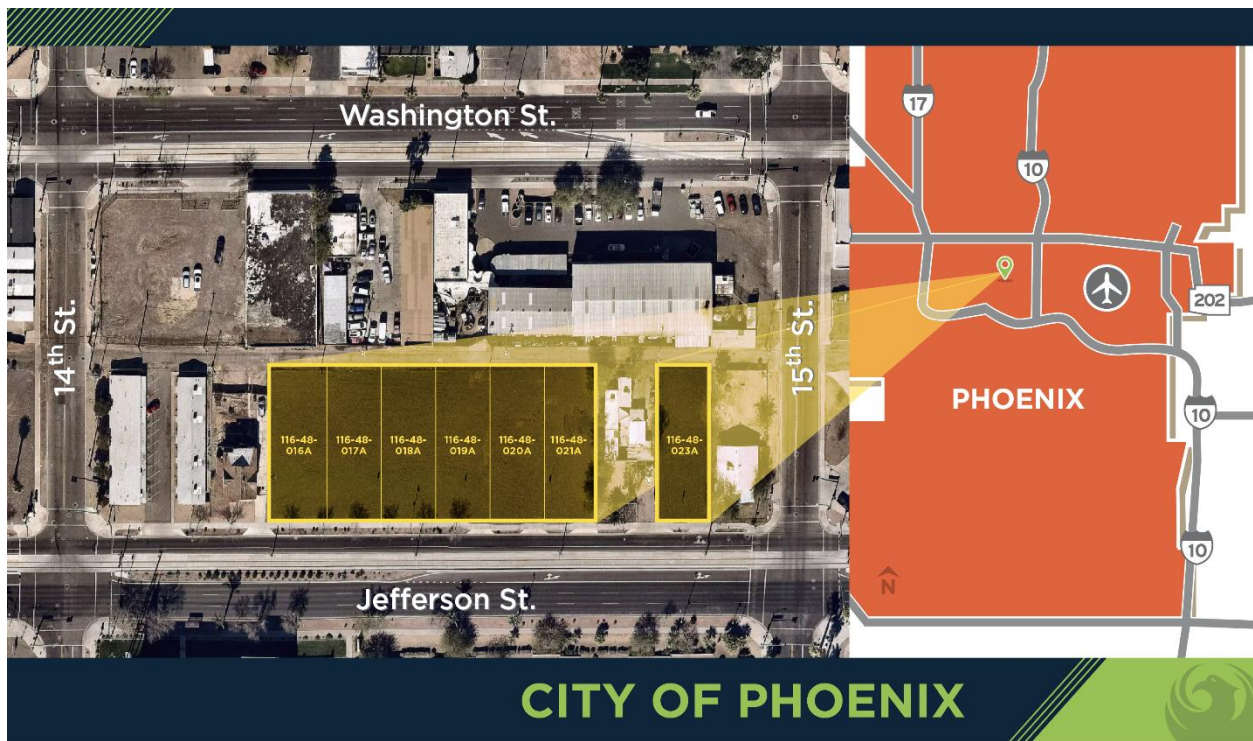
Its: \_\_\_\_\_

# Shape the Future of Phoenix's Edison-Eastlake Neighborhood

Situated in the heart of the vibrant Edison-Eastlake neighborhood, the City of Phoenix has 1.1 acres of vacant land available for the right developer. With its central location near downtown and the airport, commitment to community growth through public art and transportation improvements, and need for affordable housing, this property presents a unique opportunity to shape the future of an up-and-coming Phoenix neighborhood. We invite offers that will bring innovative mixed-use development at this exceptional site.

**First Review of Offers will occur on: February 29, 2024**

## Site Summary



**Address:** 1414 E. Jefferson Street

**Site Size:** Assemblage 1: 41,351 sf | 0.95 ac

Assemblage 2: 7,082 sf | 0.16 ac

Combined 48,433sf | 1.11 ac

**Parcel#:** 116-48-016A, -017A, -018A, -019A, -020A, -021A, -023A

**Current Zoning:** R-5

**Desired Zoning when Redeveloped:** Walkable Urban Code T 5:5

|                 | 1 mi   | 3 mi    | 5 mi    |
|-----------------|--------|---------|---------|
| 2023 Population | 12,988 | 110,633 | 346,178 |
| 2028 Population | 15,488 | 123,247 | 382,849 |

Source: U.S. Census Bureau, American Community Survey 5-yr Estimates

## Area Highlights

- One mile from Central Business District – 100,000 employees
- ASU – Downtown Campus with 11,000 students
- Phoenix Biomedical Core
  - The highest concentration of research scientists in the region
- Phoenix Convention Center
  - Nearly 1 million annual guests
- Chase Field and Footprint Arena
- Site Immediately Adjacent to:
  - Light Rail
  - Eastlake Park
- Minutes from:
  - I-10, I-17, AZ-51 & AZ-202 Freeways
  - Sky Harbor International Airport

## Desired Project

- A mixed-use project with predominantly residential use.
  - Ground floor must contain a non-residential use with activation and amenities
  - Amenities and uses should enhance the neighborhood and honor its history.
- Affordable & Workforce Housing
  - 50% or more of all residential units must come from the following two categories:
    - Affordable - Units must be available at rents not exceeding 30% of income for households earning 60% or less of the Area Median Income (AMI)
    - Workforce - Units must be made available at rents not exceeding 30% of income for households earning between 80% to 120% of the AMI
- Proposed project should include a variety of unit sizes across all proposed classifications of unit types (affordable, workforce and market-rate).
- If the project includes multiple buildings, each building must include a mix of all proposed classifications of unit types.

- Housing units across all included classifications of unit types must be available for occupancy within 36 months of escrow closing.
- No demarcation between, or segregation of, proposed unit-type classifications.

## Offer Requirements

- A member of the offeror's team must demonstrate experience successfully completing at least one vertical mixed-use development of at least three stories in the last five years.
- Project must be mixed-income and offer both affordable and workforce housing units, which in aggregate must represent at least 50 percent of all units.
- Offer a value equal to or greater than the Site's appraised value. The Site was appraised in October 2023 at a value of \$1,524,000.

Offers not meeting the three aforementioned requirements will not be considered.

Submit Offers to [jeff.stapleton@phoenix.gov](mailto:jeff.stapleton@phoenix.gov) by 11:59 p.m. on Thursday, February 29, 2024.

## Appraisal

The Site appraised for \$1,523,908 in October 2023. This is an aggregate total of two separate appraisals noted below:

- Assemblage 1: 41,351 sf | 0.95 ac
  - Appraised Value = \$1,343,908 (\$32.50/sf)
  - Date of Appraisal – October 17, 2023
- Assemblage 2: 7,082 sf | 0.16 ac
  - Appraised Value = \$180,000 (\$25.42/sf)
  - Date of Appraisal – October 3, 2023

## Contact Info:

Jeff Stapleton, Program Manager

[jeff.stapleton@phoenix.gov](mailto:jeff.stapleton@phoenix.gov)

602-534-3162



## RESOLUTION NO. 2024-05

**RESOLUTION OF THE BOARD OF DIRECTORS OF THE INDUSTRIAL DEVELOPMENT AUTHORITY OF THE CITY OF PHOENIX, ARIZONA GRANTING APPROVAL OF THE ACQUISITION OF THE PROPERTY (DESCRIBED BELOW) FOR A PURCHASE PRICE EQUAL TO \$1,524,000.00; AUTHORIZING THE EXECUTION AND DELIVERY OF EITHER A JOINT VENTURE AGREEMENT WITH THE PLAZA COMPANIES OR AN ENTITY AFFILIATED WITH IT OR A SUBSEQUENT OR SIMULTANEOUS CONVEYANCE OF THE PROPERTY TO THE PLAZA COMPANIES, OR AN ENTITY AFFILIATED WITH IT, TO DEVELOP THE PROPERTY AS A MIXED-USE PROJECT WITH PREDOMINANTLY RESIDENTIAL USE AND OTHER DOCUMENTS REQUIRED IN CONNECTION WITH THE ACQUISITION AND DEVELOPMENT OF THE PROPERTY; RATIFYING CERTAIN ACTIONS HERETOFORE TAKEN IN CONNECTION WITH THE ACQUISITION AND DEVELOPMENT OF THE PROPERTY; AND AUTHORIZING OTHER ACTIONS NECESSARY IN CONNECTION WITH COMPLETING THE ACQUISITION AND DEVELOPMENT OF THE PROPERTY.**

**WHEREAS**, The Industrial Development Authority of the City of Phoenix, Arizona (the “Authority”), is an Arizona nonprofit corporation designated as a political subdivision of the State of Arizona (the “State”), incorporated with the approval of the City of Phoenix, Arizona (the “City”), pursuant to the provisions of the Constitution and laws of the State and Title 35, Chapter 5, Section 35-701 et seq., Arizona Revised Statutes, as amended (the “Act”); and

**WHEREAS**, the Act provides that the Authority may acquire real property in order to construct, improve, maintain, equip and furnish one or more “projects” (as defined in the Act), and to lease or sell, exchange, donate and convey to others any or all of its projects or properties on terms and conditions as the Board of Directors of the Authority (the “Board of Directors”) may deem advisable whenever its Board of Directors finds the action to further advance the interest of the corporation or the public; and

**WHEREAS**, under the Act the term “[p]roject” includes within its meaning any land, any building or any other improvement whether or not now in existence or under located within the municipality or county approving the formation of the corporation, that are suitable for Residential real property for dwelling units to be occupied by persons of low and moderate income; and

**WHEREAS**, the City of Phoenix, Arizona (“City”) owns that certain real property described as approximately 1.06 acres of improved/unimproved land located at 1414 E. Jefferson Street, City of Phoenix, County of Maricopa, State of Arizona, also known as Parcels 116-48-016A, 116-48-017A, 116-48-018A, 116-48-019A, 116-48-020A, 116-48-021A and 116-48-023A (the “Property”); and

**WHEREAS**, the City desires to have someone purchase and develop the Property as a mixed-use project with predominantly residential use including affordable & workforce housing with 50% or more of all residential units must come from the following two categories: (1) Affordable - Units must be available at rents not exceeding 30% of income for households earning 60% or less of the Area Median Income (AMI); and (2) Workforce - Units must be made available at rents not exceeding 30% of income for households earning between 80% to 120% of the AMI. The project would also include a variety of unit sizes across all proposed classifications of unit types (affordable, workforce and market-rate) with each building including a mix of all proposed classifications of unit types with no demarcation between, or segregation of, proposed unit-type classifications; and

**WHEREAS**, in furtherance of its purposes, the Authority is considering the purchase of the Property and partnering with The Plaza Companies, or an entity affiliated with it, to develop the Property as described in the recital above. The Board of Directors believes the purchase and development of the Property as described in the recital above further advances the interest of the Authority and is in the public interest. The Board of Directors further expressly finds and determines that the purchase and development of the Property as described in the recital above will provide a benefit within the state of Arizona and the City of Phoenix and help fulfill the Authority's mission to support and provide financial assistance for community and economic development in the state and the City; and

**WHEREAS**, upon approval of the purchase of the Property and approval to partner with The Plaza Companies, or an entity affiliated with it, to develop the Property, the Authority will work with the City and The Plaza Companies to negotiate and prepare all documents required in connection with the sale and development of the Property (collectively, the "Property Sale and Development Documents").

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Directors of The Industrial Development Authority of the City of Phoenix, Arizona that:

**Section 1. Conditional Consent to Participation Loan.** Subject to Section 2 below, the Authority hereby consents to the acquisition of the Property for a purchase price of \$1,524,000.00 and the execution of a joint venture agreement with The Plaza Companies or an entity affiliated with it or a subsequent or simultaneous conveyance of the Property to The Plaza Companies, or an entity affiliated with it, to construct a project on the Property as described in this resolution.

**Section 2. Conditions.** The Authority's consent to the acquisition of the Property is subject to (1) the approval of the final version of the Property Sale and Development Documents by the Authority's chief executive officer (the "CEO") and legal counsel to the Authority; (2) the Authority's receipt of the Property Sale and Development Documents and any other instruments which the CEO and legal counsel to the Authority reasonably deem to be necessary or appropriate under the circumstances; and (4) the approval of the final underwriting of the Property by the CEO and his designated staff.

**Section 3. Approval of Contract.** The CEO and the other duly elected officers of the Authority are hereby authorized and directed, for and on behalf of the Corporation, to:

(a) engage in the negotiation of the Property Sale and Development Documents and any other agreements and documents that will be required to memorialize and consummate the acquisition and development of the Property as the CEO, or any other duly elected officer of the Authority determines to be necessary or desirable and in the best interests of the Authority, which determination will conclusively be evidenced by his or his designee's approval thereof; and

(b) execute and deliver on behalf of and in the name of the Authority, the Property Sale and Development Documents and any other related agreements, documents and instruments to give effect to the foregoing resolution as those persons determine to be necessary or desirable and in the best interests of the Authority, and any things performed or to be performed, and any instruments executed and delivered, by those persons shall be conclusive evidence that those things and instruments have been determined by those persons to be necessary or desirable and in the best interests of the Authority.

**Section 4. Ratification of Actions.** All actions (not inconsistent with the provisions of this Resolution) heretofore taken by or at the direction of the Authority and its directors, officers, counsel, advisors, agents or its CEO, including but not limited to the engagement of legal counsel and the submittal of a Letter of Intent to acquire the Property to the City, directed toward the completion of the acquisition of the Property, are hereby approved and ratified.

**Section 5. Further Actions.** The CEO, upon satisfaction of the conditions set forth in Section 2 hereof, shall take all action necessary or reasonably required to carry out, give effect to and consummate the transactions contemplated hereby, including without limitation, the execution and delivery of the Property Sale and Development Documents required to be delivered in connection with the acquisition of the Property.

**Section 6. Severability.** If any section, paragraph, clause or provision of this Resolution shall for any reason be held to be invalid or unenforceable, the invalidity or unenforceability of such section, paragraph, clause or provision shall not affect any of the remaining provisions of this Resolution.

**Section 7. Waiver.** Any provision of any bylaws, orders, procedures and resolutions of the Authority inconsistent herewith are hereby waived to the extent only of such inconsistency. This waiver shall not be construed as reviving any bylaw, order, procedure or resolution or any part thereof.

**Section 8. Liability.** The CEO and any director, officer, official, employee, advisor or agent of the Authority shall not be subject to any personal liability or accountability by reason of the completion of the acquisition of the Property. The liability of the Authority with respect to any document executed in connection with the transactions contemplated hereby, including the Property Sale and Development Documents, shall be limited as provided in such documents.

**Section 9. Headings.** Subject headings included in this Resolution are included for purpose of convenience only and shall not affect the construction or interpretation of any of its provisions.

**Section 10. Effectiveness.** This Resolution shall take effect immediately.

*[Signature page follows]*

Adopted and approved this 21st day of March, 2024.

**THE INDUSTRIAL DEVELOPMENT  
AUTHORITY OF THE CITY OF PHOENIX,  
ARIZONA**

By: \_\_\_\_\_  
Juan Salgado, Chief Executive Officer



PHOENIXIDA

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# Item 5



PHOENIXIDA

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# EDUCATION SESSION

## Ethics & Conflict of Interest

## **ETHICS POLICY**

### **I. Conflicts of Interest**

- Prohibition against soliciting or accepting “kickbacks”
- Avoid actual conflicts of interest
- Disclose and recuse

### **II. Confidential Information**

- Board members cannot disclose confidential information of the Phoenix IDA.

### **III. Anti-Discrimination**

- No discrimination based on race, color ancestry, national origin, sex, political or religious affiliation, sexual orientation, marital status, age, pregnancy, disability, citizenship status, veteran status, or military obligation.

### **IV. Employment**

- For 12 months following board service a board member cannot represent private interests for compensation in front of the Phoenix IDA.

### **V. Gifts**

- Prohibition of gifts that may lead to favoritism.
- Gifts of entertainment and sporting events must be declared to Board President



## **OPEN MEETING LAW**

### **I. Actions and Activities Covered by Open Meeting Law**

- A meeting “the gathering, in person or through technological devices, of a quorum of members of a public body at which they discuss, propose or take legal action, including any deliberations by a quorum with respect to such action.”
- Email communications may be considered a meeting
- Splintering the Quorum
- Serial Communications
- Communications through staff

### **II. Executive Sessions**

- Personnel matters, confidential records, legal advice, litigation, contract or settlement negotiations, salary negotiation, purchase and sale or lease of real property.
- All discussions are confidential
- No action may be taken

### **III. Quorum**

- What constitutes a quorum
- Impact of disqualification on quorum

### **IV. Call to the Public**

- Statutory Requirements

### **IV. Penalties for Violation**

- Nullification
- Investigation and Enforcement
- Civil Penalties
- Attorney’s Fees
- Removal from Office

# The Industrial Development Authority of the City of Phoenix, Arizona

|   |   |
|---|---|
| <b>GOVERNANCE POLICY</b>                | <b>No. 100</b>  |
| SECTION 100<br><b>ETHICS</b>            | Original Effective Date:<br><b>March 11, 2008</b>               |
| SUBJECT<br><b>GENERAL ETHICS POLICY</b> | <b>Page 1 of 8</b><br>Effective Date:<br><b>August 30, 2020</b> |

This document sets forth the general ethics policy (the “Policy”) of the Phoenix IDA. The Policy is intended to clarify our standard of conduct. It makes clear that the Phoenix IDA expects its Board of Directors, Chief Executive Officer, and employees to understand the ethical considerations associated with their actions and to conduct business with integrity and without deception.

The City of Phoenix adopted the “City of Phoenix Ethics and Gift Policies” codified in the City Code, Ch. 2, Art. II, §2-52. Upon appointment to the Phoenix IDA, each member of the Board of Directors of the Phoenix IDA agreed to comply with the City of Phoenix Ethics and Gift Policies. The Phoenix IDA formally adopts the following policies:

## **A. ATTENDANCE**

If a member fails to attend three consecutive regular meetings, or more than 50% of all meetings of the Board of Directors held over a calendar year period, the City Council may declare the seat vacant and appoint a replacement. See City Code, Art. 1 §2-14.

**Comment:** Members of the Board of Directors are expected to attend all regularly scheduled meetings and should make every effort to do so. The City Council appointed each member of the Board for each member’s experience, background and perspective in a particular policy area, and wants the benefit of each member’s consideration and judgment. Moreover, the Board of Directors shall not conduct any business unless a quorum is present. Accordingly, if a member of the Board of Directors must miss a meeting because of business, vacation or illness, please advise the chairperson of the Board of Directors or Committee of the Board of Directors and the Chief Executive Officer in advance of the meeting.

## The Industrial Development Authority of the City of Phoenix, Arizona

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### B. CONFLICTS OF INTEREST

As a political subdivision of the State of Arizona, the Phoenix IDA is subject to and must comply with Arizona's Conflict of Interest Laws. The Phoenix IDA considers conflicts of interest a very important ethical consideration that requires its own detailed policy. (See Governance Policy No. 101)

### C. CONTRACTS WITH THE CITY

Arizona law prohibits any member of the Board of Directors, the Chief Executive Officer or employee of the Phoenix IDA who has, or whose relative has, "a substantial interest in any contract, sale, purchase, or service to" the Phoenix IDA from participating in any way with the transaction. See A.R.S. §38-503 (A).

**Comment:** As with other conflicts of interest, any member of the Board of Directors, the Chief Executive Officer or employee of the Phoenix IDA in such a situation must (i) make known the substantial interest involved, and (ii) refrain from voting upon or otherwise participating in the transaction or the making of such contract or sale.

### D. DISCLOSURE OF CONFIDENTIAL INFORMATION

Arizona law provides that, during an individual's employment or service with the Phoenix IDA and for two years thereafter, no such individual may disclose or use confidential information without appropriate authorization. See A.R.S. §38-504(B). "Confidential information" means any and all information which is not generally known but which becomes known as a consequence of the individual's employment or service with the Phoenix IDA, whether relating to the Phoenix IDA or a third party, whether oral or in writing, and whether or not marked "confidential", "proprietary" or "private." "Confidential information" does not include: (i) information that was generally available to the public at the time of disclosure; (ii) information that later becomes publicly known other than through the individual's actions; or (iii) information that was already known to the individual before he/she learned it from or through his/her relationship with the Phoenix IDA. Moreover, if during the individual's employment or service with the Phoenix IDA, such individual learns information that constitutes a trade secret, he/she shall be obligated to maintain the secrecy of the information for so long as the information constitutes a trade secret,

## The Industrial Development Authority of the City of Phoenix, Arizona

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| SECTION 100<br><b>ETHICS</b>            | Original Effective Date:<br><b>March 11, 2008</b>               |
| SUBJECT<br><b>GENERAL ETHICS POLICY</b> | <b>Page 3 of 8</b><br>Effective Date:<br><b>August 30, 2020</b> |

but in no case for less than two years after the employment or service ends, unless the Phoenix IDA authorizes him/her to reveal information.

**Comment:** Members of the Board of Directors, the Chief Executive Officer and employees of the Phoenix IDA may have access to important non-public information regarding the property, operations, policies or affairs of the Phoenix IDA and/or of the City of Phoenix. Such information may concern real estate transactions, expansion of public facilities or other City projects. The leaking of this inside information may benefit a few at the expense of a possible monetary loss to the Phoenix IDA or the City and a deterioration of public confidence. If a member of the Board of Directors, the Chief Executive Officer or employee of the Phoenix IDA are privy to confidential information, such individual may not disclose that information to any private citizen and should disclose it to other public employees only on a “need to know” basis.

### E. DISCRIMINATION

Chapter XI, Section 2 of the City Charter provides: “No person shall be appointed to, removed from or in any way favored or discriminated against with respect to any city position because of race, color, ancestry, national origin, sex, political or religious opinions or affiliations.” Illegal discrimination on the basis of sexual orientation, gender identity or expression, age, marital status, pregnancy, disability, citizenship status, veteran status, or military obligation or any other basis prohibited by law is also forbidden. Harassment on the basis of sex is a violation of Title VII of the U.S. Civil Rights Act of 1964, as amended. The United States Equal Employment Opportunity Commission (EEOC) defines sexual harassment as “unwelcome” sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when: 1) submission to such conduct is made wither explicitly or implicitly a term or condition of an individual’s employment; 2) submission to or rejection of such conduct is used as the basis for employment decisions affecting an individual; or 3) such conduct has the purpose or effect of unreasonably interfering with an individual’s work performance or creating an intimidating, hostile or offensive work environment.

**Comment:** All people must be recognized, honored and mutually respected. The United States and Arizona Constitutions, as well as numerous federal, state and local laws, outlaw various forms of discrimination. The Phoenix IDA should

## The Industrial Development Authority of the City of Phoenix, Arizona

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| <b>GOVERNANCE POLICY</b>                | <b>No. 100</b>  |
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| SUBJECT<br><b>GENERAL ETHICS POLICY</b> | <b>Page 4 of 8</b><br>Effective Date:<br><b>August 30, 2020</b> |

make available to every person – whether they are applying for a Board position or employment position of the Phoenix IDA – every consideration, treatment, and advantage or favor that is the general practice to make available to all citizens. The equality of opportunity to enter into public service, besides being the object of various federal, state and local laws, is a central factor in achieving efficient public service and good morale. The Phoenix IDA promotes an environment where all members, employees and citizens are respected and valued.

### F. EMPLOYMENT

1. Representing Private Interests Before the Phoenix IDA: For twelve months following the termination of a person’s service as a member of the Board of Directors, or employment with the Phoenix IDA, Arizona law prohibits such individuals from representing another person for compensation before the Phoenix IDA concerning any matter with which that individual, during their time of service to the Phoenix IDA, was directly concerned and personally participated in by a substantial and material exercise of administrative discretion. See A.R.S. §38-504(A).

**Comment:** Members of the Board of Directors, the Chief Executive Officer and employees of the Phoenix IDA may appear before the Phoenix IDA on behalf of constituents in the course of performing duties as a representative of the electorate or in the performance of public or civil obligations, as long as they are not representing any private person, group or interest for compensation that is contingent on such activity.

2. Employment of Relatives: Arizona law prohibits members of the Board of Directors, the Chief Executive Officer and employees of the Phoenix IDA from being involved in the appointment, hiring or supervision of a relative. See A.R.S. §38-481 and A.R. §2.91.

**Comment:** Because hiring and supervising a relative is a special type of a conflict of interest, it must be avoided.

# The Industrial Development Authority of the City of Phoenix, Arizona

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| <b>GOVERNANCE POLICY</b>                | <b>No. 100</b>  |
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## G. GIFTS, FAVORS AND EXTRA COMPENSATION

Neither any member of the Board of Directors, the Chief Executive Officer or any employee of the Phoenix IDA shall accept any gift, service or favor that would lead toward favoritism or the appearance of favoritism in any way.

**Comment:** Board Members or employees of the Phoenix IDA should not accept gifts (monetary or otherwise, such as a service, loan, thing or promise), gratuities, or favors from anyone for the performance of acts within the regular course of official duties. Board Members and employees of the Phoenix IDA should refuse any gifts or favors that reasonably may be interpreted to have been offered in order to influence a Phoenix IDA decision. Compensation for a Phoenix IDA employee performing that employee's duty is limited to salaries, fringe benefits and any personal satisfaction that such person may derive from doing a good job. While a Board Member or employee of the Phoenix IDA is the first to decide whether to accept any gift, such person must recognize that others will decide if there is "the appearance of favoritism" for such person having accepted a gift. Finally, Board Members and employees of the Phoenix IDA should be wary of accepting any gifts or benefits from individuals doing business with the Phoenix IDA or the City or whose financial interests are affected by Phoenix IDA action.

1. Board Members and employees of the Phoenix IDA must consider ethical principles before accepting personal gifts of entertainment and sports/athletic activities.

**Comment:** After the above gift policy is applied, if a Board Member or employee of the Phoenix IDA accepts the entertainment or sports/athletic activity gift and does not pay for it, such Board Member or employee must declare the gift with the President of the Board, within two working days, using a "Declaration Form." Gifts must be declared regardless of whether the gifts are actually used by the Board Member or employee. If the President of the Board accepts the entertainment or sports/athletic gift and does not pay for it, the President must declare the gift with the Vice President of the Board.

# The Industrial Development Authority of the City of Phoenix, Arizona

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| <b>GOVERNANCE POLICY</b>                | <b>No. 100</b>  |
| SECTION 100<br><b>ETHICS</b>            | Original Effective Date:<br><b>March 11, 2008</b>               |
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There are three examples of gifts that do not require declaration:

- a. A personal gift from a friend or relative, unless that friend or relative has done business with the Phoenix IDA, is doing business with the Phoenix IDA or is seeking to do business with the Phoenix IDA.
- b. Winning or receiving a promotional gift from a community business, where the opportunity to win/receive the gift is open to the community in general.
- c. Board Members or employees of the Phoenix IDA who pay for a ticket or elect to make a charitable contribution in the name of the donor for the face value of the gift do not need to file a declaration.
- d. Acknowledgements of voluntary service from the Phoenix IDA.
- e. All other gifts accepted must be declared regardless of whether the Board Member or employee of the Phoenix IDA personally used the gift.

## H. POLITICAL ACTIVITY

As citizens, Board Members and employees of the Phoenix IDA can and should exercise their rights to register and vote in all elections including City elective offices. The City Attorney, in opinion No. 60-012, determined that the provisions of Chapter XXV, Section 11 of the City Charter, do not apply to citizen members of City boards and commissions and, therefore, Board Members may participate in political campaigns for City elective officials.

## I. PUBLIC ACCESS: OPEN MEETINGS AND PUBLIC RECORDS

Numerous Arizona and City laws require that meetings of public bodies be open to the public and that public records be available for inspection. See Open Meeting Laws (A.R.S. §§38-431 through 431.09 and City Charter Ch. 4 & 5) and Public Records Laws (A.R.S. §§39-121 through 121.03 and City Charter Ch. 4 & 21).

**Comment:** As declared in state statute, it is the official public policy of Arizona that meetings of public bodies be conducted openly. Also, Arizona law allows

## The Industrial Development Authority of the City of Phoenix, Arizona

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broad access to public records. Open government gives the public confidence that public affairs are being performed properly.

### J. USE OF EQUIPMENT, FACILITIES, OR PERSONNEL FOR PRIVATE GAIN

Members of the Board of Directors, the Chief Executive Officer and employees of the Phoenix IDA should not use Phoenix IDA or City facilities, equipment, personnel or supplies for private purposes, except to the extent they are lawfully available to the public.

**Comment:** Public respect for its government is weakened when Phoenix IDA-owned or City-owned facilities and equipment are used by members of the Board of Directors, the Chief Executive Officer or employees of the Phoenix IDA for personal gain. Phoenix IDA or City office supplies, work materials and equipment are to be used only for the Phoenix IDA work. Taking Phoenix IDA or City goods for private use is not a “fringe benefit,” it is stealing. See A.R.S. §13-1802. Also, it is improper (and maybe unlawful) for supervisors to use subordinates for their personal benefit. Finally, members of the Board of Directors, the Chief Executive Officer and employees of the Phoenix IDA should avoid waste of public supplies and equipment.

### K. WHISTLEBLOWER POLICY

The Phoenix IDA promotes ethical conduct, transparency and compliance with the law. Should any individual know of, or have a suspicion about, illegal or unethical conduct in connection with the finances or other aspect of the Phoenix IDA's operations, that individual should inform the President of the Board of Directors. If the alleged wrongdoing concerns the President, then another officer or director of the Phoenix IDA should be notified instead.

Should the President or another officer or director of the Phoenix IDA receive information regarding alleged illegal or unethical conduct in connection with the finances or other aspect of operations, those officers or directors shall inform the full Board of Directors. The Board of Directors shall investigate all credible allegations at all times respecting the privacy and reputation of individuals involved.



## The Industrial Development Authority of the City of Phoenix, Arizona

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| <b>GOVERNANCE POLICY</b>                | <b>No. 100</b>  |
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There will be no punishment or other retaliation for the reporting of conduct pursuant to this policy. If the person providing the information requests anonymity, this request will be respected to the extent that doing so does not impede any investigation.

**APPROVED:**



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Tina Marie Tentori, Secretary  
The Industrial Development Authority of  
the City of Phoenix, Arizona

# The Industrial Development Authority of the City of Phoenix, Arizona

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| <b>GOVERNANCE POLICY</b>                      | <b>No. 101</b>  |
| SECTION 100<br><b>ETHICS</b>                  | Original Effective Date:<br><b>March 11, 2008</b>               |
| SUBJECT<br><b>CONFLICT OF INTEREST POLICY</b> | <b>Page 1 of 2</b><br>Effective Date:<br><b>August 30, 2020</b> |

This document sets forth the conflict of interest policy (the “Policy”) of The Industrial Development Authority of the City of Phoenix, Arizona (the “Phoenix IDA”). The Policy is intended to guide the Phoenix IDA’s Board of Directors, the Chief Executive Officer, and Phoenix IDA employees whenever a director, officer or management has a financial or personal interest in any matter coming before the board of directors, thus achieving the highest level of transparency and accountability.

## **A. CONFLICT OF INTEREST AND INDUCEMENT**

Members of the Board of Directors of the Phoenix IDA, the Chief Executive Officer, and employees of the Phoenix IDA are prohibited from receiving compensation of any kind from vendors, realtors, brokers, contractors, mortgage lenders, clients, or any similar entities or individuals for the purpose of receiving preferential treatment of any kind.

“Kickback” means any money, fee, commission, credit, gift, gratuity, object of value, offer of employment, or compensation of any kind which is provided, directly or indirectly, to any member of the Board of Directors, the Chief Executive Officer or Phoenix IDA employee for the purpose of improperly obtaining or rewarding favorable treatment in connection with grant assistance programs, client referrals or contacts.

The Phoenix IDA prohibits members of the Board of Directors, the Chief Executive Officer and any Phoenix IDA employee from soliciting, accepting, or attempting to accept any kickbacks. The Phoenix IDA also prohibits vendors, realtors, brokers, contractors, mortgage lenders, clients, or any similar entities or individuals from providing or attempting to provide any kickbacks to members of the Board of Directors, the Chief Executive Officer or Phoenix IDA employees.

Phoenix IDA employees will be immediately terminated from employment if it is determined that they are soliciting, accepting, or attempting to accept any kickbacks. Any vendors, realtors, brokers, contractors, mortgage lenders, clients, or any similar entities or individual in violation of this Policy will be prohibited from doing business with the Phoenix IDA. Finally, individuals or entities determined to be engaging in kickback practices may also be subject to additional civil or criminal penalties as provided under Arizona State Revised statutes and U.S. law.

## The Industrial Development Authority of the City of Phoenix, Arizona

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| <b>GOVERNANCE POLICY</b>                      | <b>No. 101</b>  |
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| SUBJECT<br><b>CONFLICT OF INTEREST POLICY</b> | <b>Page 2 of 2</b><br>Effective Date:<br><b>August 30, 2020</b> |

### B. CONFLICT OF INTEREST

Situations of actual or potential conflict of interest are to be avoided by all members of the Board of Directors, the Chief Executive Officer and employees of the Phoenix IDA. A conflict of interest may exist when any such individual's personal activities or financial affairs adversely influence such individual's judgment or performance of duties for the Phoenix IDA. An actual or potential conflict of interest occurs when such an individual is in a position to influence a decision that may result in a personal gain for that individual or for a relative or friend as a result of the Phoenix IDA business dealing. Personal involvement with a competitor, supplier or subordinate employee of the Phoenix IDA, which impairs an employee's ability to exercise good judgment on behalf of the Phoenix IDA, creates an actual or potential conflict of interest.

Except for gifts allowed under subsection G of the "General Ethics Policy: Gifts, Favors, and Extra Compensation," no gifts or gratuities, unless deemed to be of minimal value, shall be accepted by the Chief Executive Officer, staff or any member of the Board of Directors from any individual or businesses that is in any way associated with the Phoenix IDA. For purposes of this paragraph, minimal value shall be deemed as \$25.00.

**APPROVED:**



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Tina Marie Tentori, Secretary  
The Industrial Development Authority of  
the City of Phoenix, Arizona

38-431.01. Meetings shall be open to the public

A. All meetings of any public body shall be public meetings and all persons so desiring shall be permitted to attend and listen to the deliberations and proceedings. All legal action of public bodies shall occur during a public meeting.

B. All public bodies shall provide for the taking of written minutes or a recording of all their meetings, including executive sessions. For meetings other than executive sessions, such minutes or recording shall include, but not be limited to:

1. The date, time and place of the meeting.
2. The members of the public body recorded as either present or absent.
3. A general description of the matters considered.
4. An accurate description of all legal actions proposed, discussed or taken, and the names of members who propose each motion. The minutes shall also include the names of the persons, as given, making statements or presenting material to the public body and a reference to the legal action about which they made statements or presented material.

C. Minutes of executive sessions shall include items set forth in subsection B, paragraphs 1, 2 and 3 of this section, an accurate description of all instructions given pursuant to section 38-431.03, subsection A, paragraphs 4, 5 and 7 and such other matters as may be deemed appropriate by the public body.

D. The minutes or a recording of a meeting shall be available for public inspection three working days after the meeting except as otherwise specifically provided by this article.

E. A public body of a city or town with a population of more than two thousand five hundred persons shall:

1. Within three working days after a meeting, except for subcommittees and advisory committees, post on its website, if applicable, either:

(a) A statement describing the legal actions taken by the public body of the city or town during the meeting.

(b) Any recording of the meeting.

2. Within two working days following approval of the minutes, post approved minutes of city or town council meetings on its website, if applicable, except as otherwise specifically provided by this article.

3. Within ten working days after a subcommittee or advisory committee meeting, post on its website, if applicable, either:

(a) A statement describing legal action, if any.

(b) A recording of the meeting.

F. All or any part of a public meeting of a public body may be recorded by any person in attendance by means of a tape recorder or camera or any other means of sonic reproduction, provided that there is no active interference with the conduct of the meeting.

G. The secretary of state for state public bodies, the city or town clerk for municipal public bodies and the county clerk for all other local public bodies shall conspicuously post open meeting law materials prepared and approved by the attorney general on their website. A person elected or appointed to a public body shall review the open meeting law materials at least one day before the day that person takes office.

H. A public body may make an open call to the public during a public meeting, subject to reasonable time, place and manner restrictions, to allow individuals to address the public body on any issue within the jurisdiction of the public body. At the conclusion of an open call to the public, individual members of the public body may respond to criticism made by those who have addressed the public body, may ask staff to review a matter or may ask that a matter be put on a future agenda. However, members of the public body shall not discuss or take legal action on matters raised during an open call to the public unless the matters are properly noticed for discussion and legal action.

I. A member of a public body shall not knowingly direct any staff member to communicate in violation of this article.

J. Any posting required by subsection E of this section must remain on the applicable website for at least one year after the date of the posting.



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## Item 6



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# Future Board Agenda Items.



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# Item 7





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# CALL TO THE PUBLIC



PHOENIX IDA

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# ADJOURNMENT