

# Emerging Business Enterprise Program

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2007 Annual Report

Department of Public Works

City of Milwaukee

November 2008

## EMERGING BUSINESS ENTERPRISE PROGRAM 2006 REPORT

The Department of Public Works requires Emerging Business Enterprise participation in almost all of its formal public works contracts. The percentage required on any particular project is determined based on the availability of EBE firms as certified by the EBE office. On each project, DPW and EBE office staff meet to discuss availability of firms and match these firms with specific items or part of any contract. For example, if a sewer contract contains 20 items, some items such as pavement restoration, erosion control, and traffic control are quantified and labeled as EBE items based on the fact that there are several EBE firms who can perform such work. If the total cost of these items exceed 18%, then the higher percentage is required on this project. The rare exceptions are those projects where certified EBE firms are not available for the particular work involved. In such cases, zero or very low percentage is required. An example of such project is a cured in place sewer contract. This work is very specialized, and the cost of the material constitutes a significant portion of the total project cost. As such, the opportunity for EBE participation is either reduced or eliminated. Despite having a limited number of contracts every year that have either no EBE requirement or a requirement of less than the standard 18 percent, DPW is able to achieve the overall 18% required by Chapter 360 of the Milwaukee Code of Ordinances.

As of the writing of this report, 61 contracts were closed, of which 25 of them had EBE performance that ranged from 20 to 27 percent. The average achieved EBE percentage for the 2007 year is shown below. The numbers shown for the previous three years are % required and not achieved.

2005	18.5%
2006	20.7%
2007	21.3%
2008	25.19% (as of October 2008)

Included as an exhibit is a table displaying a comparison between the *Required* EBE percentages and *Actual* EBE percentages on the 2007 contracts that are closed out. This analysis offers, for the first time, a direct performance assessment of each contractor. Typically the EBE office provides a running analysis of EBE performance which is valuable in terms of evaluating the overall compliance with the program but does not present the direct relationship between required and actual achievements on individual contracts. This table also illustrates that the closed 2007 contracts are averaging an EBE requirement of about 17.5%. More importantly than the required EBE is the percentage of EBE work that is being achieved. The actual performance based on the bid amount is about 25.2%, and the EBE performance based on the final

project cost is approximately 27.2%. Meaning, on average, DPW contracts are achieving about 6% higher EBE participation than is required by City Ordinance.

Average EBE Requirement	Average EBE Performance based on bid amount	Average EBE Performance based on final cost
17.54%	25.19%	27.15%

Not all contractors actually achieve the level of EBE participation established in their contracts. So far in 2007, three (3) of the closed contracts have fallen slightly short of their required EBE participation rate. In all cases, the shortfalls were because the work in the field changed from original expectations as the project progressed. Virtually all sewer or water main relay contracts require pavement restoration. Typically this type of work is performed by EBE firms. Some of these relay projects precede a paving project. If the timing is such that the paving contract is occurring immediately after the underground work, then restoration is no longer needed.

As a result, less or no pavement is restored and the opportunity for an EBE is eliminated. Contractors cannot be held accountable for shortfalls that are beyond their control. In another instance, the prime contractor could not find any EBE firms to perform any work on the project. The EBE office was consulted to help us find any EBE firms to introduce to the prime and none were found.

So far, as mentioned above, three of the 2007 closed contracts have shortfalls in EBE participation. The contractors were not able to achieve their EBE requirements because of the modifications that were made in their original contract, when the EBE standards were set. Should there be any in future contracts and the contractor cannot offer a reasonable explanation why, DPW will issue a warning if the shortfall is a first time offense. Subsequent offenses can be cause for debarment.

DPW's formal contracting accounts for the vast majority of the Department's contract expenditures. In 2007, DPW awarded \$46,978,184.18 in formal contracts and \$4,595,052 in professional service contracts. Our EBE program management and enforcement has always been very diligent for these formal contracts, and as of 2005, a new procedure has been set in place to address service and informal contracts. Attached hereto is an example of the Department's monthly EBE summary report. The report can be found on the DPW web site contracts page ([www.mpw.net](http://www.mpw.net)). They are also regularly provided to the EBE office.

As of July of 2008, service contracts within all DPW Divisions show a lower rate of EBE participation at 15.2%. The calculation of this percentage value does not take into consideration money spent to pay utility bills or other municipalities for service provided to the City. In these instances, an EBE opportunity is not possible. If these expenditures are considered in the calculations, then the percentage will naturally be higher than reported.

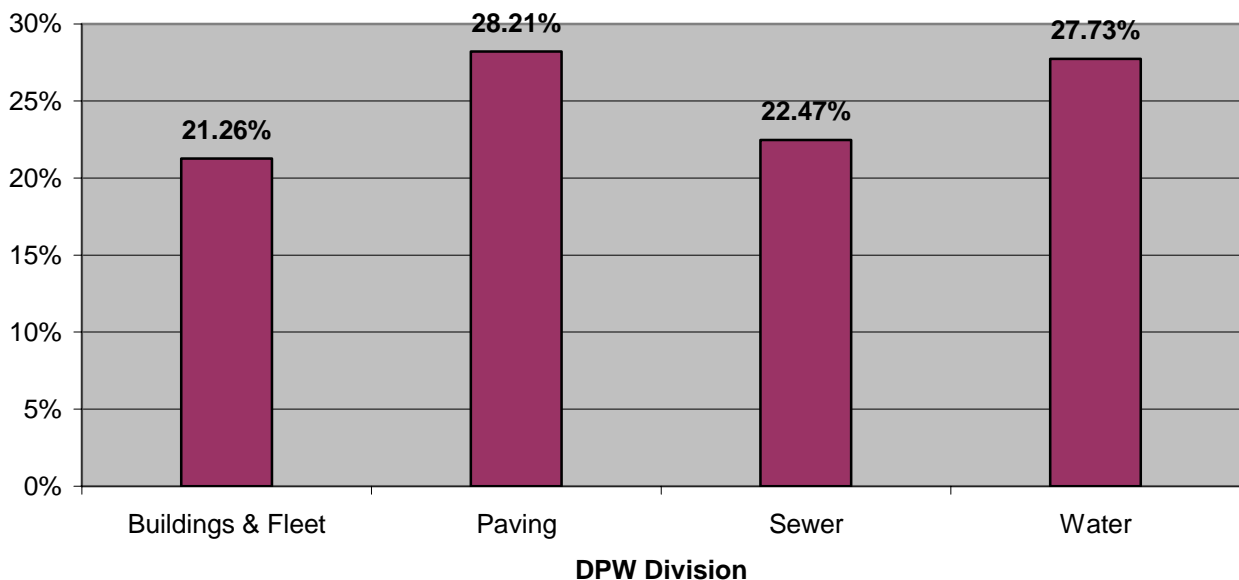
Exhibit B illustrates the EBE requirements and performance for the closed 2007 contracts based on the type of project. The project types in this analysis include Buildings & Fleet, Paving, Sewer, and Water. The chart below points out that every type of project has performed significantly higher than the 18% required by ordinance with Water performing the highest with over 28% EBE participation.

The analysis contained in Exhibit B also points out that the Water projects are responsible for over \$13 million in closed contracts. This is followed by Sewer with \$6.2 million, Paving with \$2.3 million, and Buildings and Fleet with about \$750,000 in closed contracts for 2007.

### EBE Performance

The chart below illustrates the amount of wages that are paid to emerging business enterprises based on the types of projects that are performed. The projects include contracts for Buildings and Fleet, Paving, Sewer, and Water. EBE performance is measured in two ways. It is shown as the percentage paid to emerging business enterprises based on the original bid amount and as a percentage of the actual final cost.

Average EBE Performance by DPW Division for 2007 Closed Contracts



Each project type/division surpassed the 18% threshold for EBE participation when analyzing actual performance based on the bid amount.

It is evident that certain DPW Divisions have more opportunity for EBE participation. Paving projects achieved the highest amount of EBE participation for the 2007 contracts closed to date with over 28 percent.

During 2007 DPW entered into formal contracts with nine new prime contractors. One of these nine was a certified EBE. As of October of 2008, DPW entered into contracts

with eleven new prime contractors, of which three were EBE certified. This report includes a list of these contractors.

## New Bidder Meetings 2007 & 2008

### 2007

### EBE Contractors

1. H. Kubenik Mechanical
2. Interclean Equipment, Inc.
3. Next Energy LLC d/b/a Full Spectrum Solar
4. Champion Environmental Services, Inc.
5. Wisconsin Restoration, Inc.
6. Wil-Surge Electric
7. J & H Heating, Inc.
8. **United Landscape & Snowplowing** EBE
9. Ridgeway LLC d/b/a Price Erecting\*  
\*Price was invited to annual meeting but did not attend

### 2008

1. Titan Building Co., Inc.
2. Sigma Environmental Services, Inc.
3. **Always Towing & Recovery** EBE
4. Milwaukee Lawn Sprinkler
5. **Soma Home Improvement LLC** EBE
6. Design Build Fire Protection
7. Penebaker Enterprises LLC
8. Masonry Restoration, Inc.
9. Aetna Moving & Storage, Inc.
10. **All Season Lawn Care & Landscaping, Inc.** EBE
11. Smithstonian Materials

**Exhibit A: Emerging Business Enterprise Statistics**

**Emerging Business Enterprise**

				BID AMOUNT			FINAL COST								
CONTRACTOR	CONTR. NO.	TYPE OF PROJECT	DESCRIPTION OF PROJECT	EBE Required (%)	EBE Performed (% of bid amount)	Performed \$ Amount	EBE Required (%)	EBE Performed (% of final cost)	Performed \$ Amount	NO. OF BIDS	TOTAL CONTRACT BID AMOUNT	ESTIMATED CONTRACT AMOUNT	ACTUAL FINAL COST	AWARD DATE	CLOSING DATE
J.F. Cook Company, Inc.	C514070065	PAV	Parking Structure Repair	19.00%	18.96%	\$42,779.40	19.00%	18.37%	\$42,779.40	1	\$ 225,633.00	\$242,208.00	\$232,927.82	7/9/2007	7/28/2008
American Sewer Services	C523070003	SEW	Combined Sewer & Watermain Relay	20.00%	23.00%	\$82,052.39	20.00%	23.79%	\$82,052.39	8	\$ 356,749.50	\$596,000.00	\$344,940.18	1/22/2007	12/12/2007
American Sewer Services	C523070004	SEW	Combined Sewer Relay & Lining	10.00%	11.44%	\$102,325.13	10.00%	11.91%	\$102,325.13	8	\$ 894,663.10	\$1,711,000.00	\$859,076.54	2/2/2007	8/4/2008
American Sewer Services	C523070005	SEW	Sanitary Sewer Relay & Bypass Pump Install	18.00%	17.00%	\$36,414.17	18.00%	15.34%	\$36,414.17	6	\$ 214,201.00	\$203,000.00	\$237,415.13	1/24/2007	3/20/2008
MJ Construction	C523070011	SEW	Combined Sewer Relay	18.00%	22.10%	\$42,703.96	18.00%	21.40%	\$42,703.96	5	\$ 193,307.68	\$301,000.00	\$199,869.53	2/12/2007	7/3/2008
Underground Pipeline, Inc.	C523070017	SEW	Combined Sewer Relay & Lining	13.00%	17.59%	\$18,409.00	13.00%	17.37%	\$18,409.00	6	\$ 104,631.00	\$174,000.00	\$105,974.30	3/7/2007	12/12/2007
Visu-Sewer Clean & Seal, In	C523070018	SEW	Sanitary Manhole Inspection	10.00%	13.14%	\$19,526.49	10.00%	13.30%	\$19,526.49	5	\$ 148,564.75	\$229,000.00	\$146,815.69	3/7/2007	2/5/2008
MJ Construction	C523070020	SEW	Combined Sewer Relay	15.00%	20.20%	\$18,041.63	15.00%	18.87%	\$18,041.63	6	\$ 89,315.00	\$107,000.00	\$95,596.53	3/9/2007	4/22/2008
MJ Construction	C523070021	SEW	Combined Sewer Relay & Lining	11.00%	22.20%	\$47,397.75	11.00%	21.93%	\$47,397.75	5	\$ 213,503.40	\$324,000.00	\$216,102.69	3/9/2007	7/24/2008
Interstate Sealant & Concret	C523070022	PAV	Crack Sealing	20.00%	59.00%	\$87,243.29	20.00%	58.95%	\$87,243.29	3	\$ 147,447.23	\$167,826.12	\$147,984.13	3/12/2007	12/11/2007
MJ Construction	C523070024	SEW	Sanitary Manhole Rehab	21.00%	19.57%	\$194,917.13	21.00%	23.20%	\$194,917.13	5	\$ 995,791.00	\$1,105,000.00	\$838,910.82	3/15/2007	2/28/2008
Payne & Dolan	C523070029	PAV	Asphalt Resurfacing	20.00%	17.55%	\$49,684.31	20.00%	20.20%	\$49,684.31	3	\$ 283,167.42	\$287,514.00	\$245,961.92	3/27/2007	12/18/2007
Advanced Enterprises, Inc.	C523070034	SEW	Combined Sewer Relay	15.00%	90.00%	\$476,356.50	15.00%	90.32%	\$476,356.50	6	\$ 529,285.00	\$595,000.00	\$527,437.81	4/13/2007	3/11/2008
Snorek Construction, Inc.	C523070039	PAV	Alley Reconstruct	18.00%	19.80%	\$19,266.53	18.00%	18.35%	\$19,266.53	4	\$ 97,305.70	\$108,452.75	\$104,983.82	4/26/2007	1/24/2008
Visu-Sewer Clean & Seal, In	C523070041	SEW	Sanitary Sewer Exams	5.00%	7.70%	\$2,511.68	5.00%	5.98%	\$2,511.68	2	\$ 32,619.20	\$50,000.00	\$42,007.20	4/27/2007	11/14/2007
United Sewer & Water, Inc.	C523070042	SEW	Combined Sewer Relay & Lining	20.00%	22.40%	\$20,224.96	20.00%	22.65%	\$20,224.96	6	\$ 90,290.00	\$161,000.00	\$89,288.52	4/27/2007	2/28/2008
Visu-Sewer Clean & Seal, In	C523070048	SEW	Combined Sewer Relay & Lining	2.00%	3.40%	\$6,157.98	2.00%	3.38%	\$6,157.98	4	\$ 181,117.00	\$322,000.00	\$182,259.50	5/29/2007	7/17/2008
MJ Construction	C523070052	SEW	Combined Sewer Relay	17.00%	33.60%	\$185,606.85	17.00%	31.33%	\$185,606.85	7	\$ 552,401.35	\$950,000.00	\$592,411.41	6/4/2007	4/2/2008
MJ Construction	C523070055	SEW	Combined Sewer Relay	19.00%	27.00%	\$96,293.48	19.00%	24.83%	\$96,293.48	5	\$ 356,642.50	\$483,000.00	\$387,809.26	6/14/2007	4/8/2008
American Sewer Services	C523070056	SEW	Combined Sewer Lining & Sanitary Sewer	12.00%	12.14%	\$17,972.11	12.00%	11.78%	\$17,972.11	4	\$ 148,001.00	\$193,000.00	\$152,619.42	6/15/2007	12/5/2007
Snorek Construction, Inc.	C523070058	PAV	Alley Reconstruct	18.00%	19.71%	\$25,361.15	18.00%	19.12%	\$25,361.15	5	\$ 128,652.00	\$149,069.00	\$132,659.21	6/14/2007	4/28/2008
Milwaukee General	C523070059	PAV	Concrete Reconstruct	18.00%	20.30%	\$27,294.12	18.00%	20.99%	\$27,294.12	6	\$ 134,453.77	\$143,468.75	\$130,060.09	6/15/2007	5/27/2008
American Sewer Services	C523070060	SEW	Combined Sanitary Sewer Relay & Watermai	21.00%	22.70%	\$101,931.46	21.00%	24.03%	\$101,931.46	3	\$ 449,037.25	\$500,000.00	\$424,257.63	6/15/2007	8/30/2007
Visu-Sewer Clean & Seal, In	C523070069	SEW	Sanitary Sewer Lining	6.00%	19.30%	\$11,188.21	6.00%	17.23%	\$11,188.21	4	\$ 57,970.00	\$117,000.00	\$64,920.00	7/13/2007	8/11/2008
Milwaukee General	C523070071	PAV	Alley Reconstruct	18.00%	19.00%	\$18,698.56	18.00%	18.97%	\$18,698.56	5	\$ 98,413.45	\$111,241.25	\$98,583.68	7/30/2007	4/9/2008
DC Burbach, Inc.	C523070078	PAV	Asphalt Overlay	18.00%	18.40%	\$14,691.22	18.00%	18.01%	\$14,691.22	6	\$ 79,843.56	\$81,945.80	\$81,583.10	8/7/2007	4/14/2008
Milwaukee General	C523070081	PAV	Asphalt Overlay	18.00%	17.96%	\$27,185.41	18.00%	16.45%	\$27,185.41	5	\$ 151,366.43	\$158,982.50	\$165,266.85	8/15/2007	5/1/2008
Edgerton Contractors, Inc.	C523070089	PAV	Removing Pavement & Grading	18.00%	19.80%	\$83,567.28	18.00%	22.20%	\$83,567.28	1	\$ 421,876.70	\$437,099.12	\$384,639.53	8/24/2007	5/14/2008
Underground Pipeline, Inc.	C523070094	WAT	Sanitary, Storm Sewer, & Watermain	8.00%	20.30%	\$16,611.19	8.00%	29.95%	\$16,611.19	6	\$ 81,828.50	\$108,000.00	\$55,469.78	8/23/2007	5/1/2008
Snorek Construction, Inc.	C523070095	PAV	Asphalt Overlay	18.00%	18.70%	\$57,971.09	18.00%	17.56%	\$57,971.09	5	\$ 310,005.82	\$334,271.35	\$330,062.63	8/24/2007	5/25/2008
Visu-Sewer Clean & Seal, In	C523070109	SEW	Combined Sewer Relay & Lining	15.00%	23.80%	\$18,323.67	15.00%	21.65%	\$18,323.67	2	\$ 76,990.20	\$152,000.00	\$84,646.68	9/27/2007	4/4/2008
Kubenik Mechanical	C545070008	B&F	Information Center Remodeling	18.00%	29.56%	\$5,587.00	18.00%	27.67%	\$5,587.00	4	\$ 18,900.00	\$25,000.00	\$20,194.00	1/29/2007	9/13/2007
Payne & Dolan	C545070036	B&F	Riverside Parkway	20.00%	13.00%	\$26,951.62	20.00%	16.67%	\$26,951.62	1	\$ 206,283.00	\$166,300.00	\$161,699.65	4/23/2007	12/18/2007
Bluemel's Maintenance Serv	C545070037	B&F	Riverside Parkway	20.00%	38.60%	\$25,977.80	20.00%	35.13%	\$25,977.80	1	\$ 67,300.00	\$67,800.00	\$73,951.56	4/23/2007	2/14/2008
Northway Fencing	C545070038	B&F	Riverside Parkway	10.00%	21.76%	\$10,825.08	10.00%	19.90%	\$10,825.08	1	\$ 49,740.00	\$37,100.00	\$54,397.40	4/23/2007	11/2/2007
WM. Sackerson	C545070044	B&F	Façade Repair	18.00%	26.00%	\$29,323.00	18.00%	20.30%	\$29,323.00	2	\$ 112,920.00	\$110,000.00	\$144,276.84	4/12/2007	1/24/2008
Vista Design & Construction	C545070061	PAV	Concrete Reconstruct	18.00%	55.80%	\$163,494.00	18.00%	50.18%	\$163,494.00	3	\$ 293,000.00	\$210,000.00	\$325,809.20	6/15/2007	7/7/2008
Mared Mechanical	C545070067	B&F	AC Instable	18.00%	30.90%	\$6,406.50	18.00%	28.36%	\$6,406.50	3	\$ 20,733.00	\$35,000.00	\$22,593.50	7/2/2008	11/1/2007
Champion Environmental Se	C545070076	B&F	Asbestos & PCB Removal & Refireproofing	18.00%	21.10%	\$32,705.00	18.00%	17.45%	\$32,705.00	4	\$ 155,000.00	\$250,000.00	\$187,424.00	7/26/2007	5/2/2008
United Sewer & Water, Inc.	C641070006	WAT	Watermain Relays	15.00%	16.47%	\$18,523.42	15.00%	13.06%	\$18,523.42	5	\$ 112,461.00	\$135,000.00	\$141,795.59	1/25/2007	1/15/2008
United Sewer & Water, Inc.	C641070007	WAT	Watermain Relays	22.00%	14.70%	\$60,836.83	22.00%	13.40%	\$60,836.83	5	\$ 413,856.00	\$486,000.00	\$454,021.48	2/1/2007	5/9/2008
MJ Construction	C641070015	WAT	Watermain Relays	20.00%	26.20%	\$58,632.52	20.00%	23.42%	\$58,632.52	5	\$ 223,788.25	\$257,000.00	\$250,309.95	3/6/2007	8/18/2007
American Sewer Services	C641070023	SEW	Watermain Relays	21.00%	21.10%	\$111,521.26	21.00%	19.01%	\$111,521.26	5	\$ 527,116.50	\$626,000.00	\$586,571.05	3/14/2007	7/24/2008
United Sewer & Water, Inc.	C641070030	WAT	Watermain Relays	26.00%	26.90%	\$59,030.17	26.00%	26.56%	\$59,030.17	3	\$ 219,443.00	\$220,000.00	\$222,279.45	4/4/2007	2/4/2008
Advanced Enterprises, Inc.	C641070031	WAT	Watermain	25.00%	99.30%	\$158,695.99	25.00%	90.60%	\$158,695.99	3	\$ 159,785.25	\$158,000.00	\$175,232.24	4/10/2007	2/5/2008
United Sewer & Water, Inc.	C641070045	WAT	Watermain Relays	22.00%	23.60%	\$58,652.14	22.00%	23.73%	\$58,652.14	3	\$ 248,526.00	\$310,000.00	\$247,192.71	5/8/2007	8/14/2007
United Sewer & Water, Inc.	C641070062	WAT	Watermain Relays	20.00%	20.40%	\$60,881.86	20.00%	20.05%	\$60,881.86	3	\$ 298,440.50	\$340,000.00	\$303,677.21	6/26/2007	3/4/2008
Underground Pipeline, Inc.	C641070066	WAT	Watermain Relays	26.00%	29.50%	\$181,181.77	26.00%	28.77%	\$181,181.77	4	\$ 614,175.50	\$667,000.00	\$629,716.19	7/11/2007	3/26/2008
MJ Construction, Inc.	C641070072	WAT	Watermain Relays	25.00%	25.70%	\$179,721.36	25.00%	27.60%	\$179,721.36	3	\$ 700,653.30	\$790,000.00	\$650,848.24	7/30/2007	4/28/2008
Wisconsin Restoration, Inc.	C641070084	B&F	Chimney Repair & Restoration	20.00%	20.04%	\$22,645.20	20.00%	20.04%	\$22,645.20	2	\$ 113,000.00	\$50,000.00	\$113,000.00	8/10/2007	11/9/2007
MJ Construction	C641070014	WAT	Watermain Relays	23.00%	25.80%	\$104,267.73	23.00%	25.25%	\$104,267.73	6	\$ 404,138.50	\$495,000.00	\$412,978.45	3/20/2007	9/16/2008
MJ Construction	C641070026	WAT	Watermain Relays	25.00%	26.00%	\$168,026.01	25.00%	24.81%	\$168,026.01	4	\$ 646,253.90	\$791,000.00	\$677,369.25	3/16/2007	9/11/2008
Advanced Enterprises, Inc.	C523070070	PAV	Paving	10.00%	67.40%	\$179,807.70	10.00%	97.34%	\$179,807.70	3	\$ 266,777.00	\$319,000.00	\$184,714.72	7/10/2007	8/25/2008
American Sewer Services	C641070040	WAT	Watermain Relays	27.00%	27.10%	\$113,541.95	27.00%	26.80%	\$113,541.95	3	\$ 418,974.00	\$444,000.00	\$423,706.73	4/23/2007	9/18/2008
American Sewer Services	C641070046	WAT	Watermain Relays	23.00%	23.50%	\$50,528.06	23.00%	23.76%	\$50,528.06	3	\$ 215,013.00	\$269,000.00	\$212,638.69	5/14/2007	9/18/2008

### Exhibit A: Emerging Business Enterprise Statistics

American Sewer Services	C641070080	WAT	Watermain Relays	22.00%	22.80%	\$64,343.42	22.00%	22.10%	\$64,343.42	4	\$ 282,208.00	\$294,000.00	\$291,096.00	8/6/2007	9/11/2008
Bluemel's Maintenance Serv	C545070120	PAV	Landscaping - play area	18.00%	22.60%	\$8,770.74	18.00%	24.71%	\$8,770.74	3	\$ 38,808.60	\$40,900.00	\$35,500.00	11/5/2007	9/24/2008
Rawson Contractors	C523070047	B&F	Lift Station Rehab	5.00%	6.20%	\$14,064.08	5.00%	5.85%	\$14,064.08	2	\$ 226,840.00	\$270,000.00	\$240,476.40	5/16/2007	9/17/2008
Schroeder Solutions	C544070126	B&F	Furniture Installation	10.00%	13.70%	\$17,059.45	10.00%	13.70%	\$17,059.45	1	\$ 124,521.50	\$124,521.50	\$124,521.50	11/20/2007	8/18/2009
United Sewer & Water, Inc.	C641070097	WAT	Watermain Relays	22.00%	18.66%	\$72,574.92	22.00%	19.30%	\$72,574.92	5	\$ 388,969.00	\$382,000.00	\$375,489.90	7/27/2007	4/4/2008
American Sewer Services	C641070113	WAT	Watermain Relays	24.00%	24.50%	\$84,802.46	24.00%	23.66%	\$84,802.46	3	\$ 346,132.50	\$386,000.00	\$358,436.69	10/12/2007	12/6/2007
<b>Total to Date</b>						\$4,118,087.11			\$4,118,087.11	244	\$ 15,758,830.81	\$19,358,700.14	\$15,804,459.99		
<b>Average to Date</b>				17.54%	25.19%	\$67,509.62	17.54%	25.06%	\$67,509.62	4.0	\$ 258,341.49	\$317,355.74	\$259,089.51		



**Exhibit B: EBE Requirements and Performance based on Type of Project**

CONTRACTOR	CONTR. NO.	TYPE OF PROJECT	DESCRIPTION OF PROJECT	BID AMOUNT			FINAL COST			NO. OF BIDS	TOTAL CONTRACT BID AMOUNT	ESTIMATED CONTRACT AMOUNT	ACTUAL FINAL COST	AWARD DATE	CLOSING DATE
				EBE Required (%)	EBE Performed (% of bid amount)	Performed \$ Amount	EBE Required (%)	EBE Performed (% of final cost)	Performed \$ Amount						
Kubenik Mechanical	C545070008	B&F	Information Center Remodeling	18.00%	29.56%	\$5,587.00	18.00%	27.67%	\$5,587.00	4	\$ 18,900.00	\$25,000.00	\$20,194.00	1/29/2007	9/13/2007
Payne & Dolan	C545070036	B&F	Riverside Parkway	20.00%	13.00%	\$26,951.62	20.00%	16.67%	\$26,951.62	1	\$ 206,283.00	\$166,300.00	\$161,699.65	4/23/2007	12/18/2007
Bluemel's Maintenance Servi	C545070037	B&F	Riverside Parkway	20.00%	38.60%	\$25,977.80	20.00%	35.13%	\$25,977.80	1	\$ 67,300.00	\$67,800.00	\$73,951.56	4/23/2007	2/14/2008
Northway Fencing	C545070038	B&F	Riverside Parkway	10.00%	21.76%	\$10,825.08	10.00%	19.90%	\$10,825.08	1	\$ 49,740.00	\$37,100.00	\$54,397.40	4/23/2007	11/2/2007
WM. Sackerson	C545070044	B&F	Façade Repair	18.00%	26.00%	\$29,323.00	18.00%	20.30%	\$29,323.00	2	\$ 112,920.00	\$110,000.00	\$144,276.84	4/12/2007	1/24/2008
Mared Mechanical	C545070067	B&F	AC Instable	18.00%	30.90%	\$6,406.50	18.00%	28.36%	\$6,406.50	3	\$ 20,733.00	\$35,000.00	\$22,593.50	7/2/2008	11/1/2007
Champion Environmental Ser	C545070076	B&F	Asbestos & PCB Removal & Refireproofing	18.00%	21.10%	\$32,705.00	18.00%	17.45%	\$32,705.00	4	\$ 155,000.00	\$250,000.00	\$187,424.00	7/26/2007	5/2/2008
Wisconsin Restoration, Inc.	C641070084	B&F	Chimney Repair & Restoration	20.00%	20.04%	\$22,645.20	20.00%	20.04%	\$22,645.20	2	\$ 113,000.00	\$50,000.00	\$113,000.00	8/10/2007	11/9/2007
Rawson Contractors	C523070047	B&F	Lift Station Rehab	5.00%	6.20%	\$14,064.08	5.00%	5.85%	\$14,064.08	2	\$ 226,840.00	\$270,000.00	\$240,476.40	5/16/2007	9/17/2008
Schroeder Solutions	C544070126	B&F	Furniture Installation	10.00%	13.70%	\$17,059.45	10.00%	13.70%	\$17,059.45	1	\$ 124,521.50	\$124,521.50	\$124,521.50	11/20/2007	8/18/2009
		<b>B&amp;F Total</b>											<b>\$1,122,340.85</b>		
		<b>B&amp;F Average</b>											<b>\$124,704.54</b>		
		<b>B&amp;F Average</b>		<b>15.44%</b>	<b>21.26%</b>			<b>19.71%</b>							
J.F. Cook Company, Inc.	C514070065	PAV	Parking Structure Repair	19.00%	18.96%	\$42,779.40	19.00%	18.37%	\$42,779.40	1	\$ 225,633.00	\$242,208.00	\$232,927.82	7/9/2007	7/28/2008
Interstate Sealant & Concrete	C523070022	PAV	Crack Sealing	20.00%	59.00%	\$87,243.29	20.00%	58.95%	\$87,243.29	3	\$ 147,447.23	\$167,826.12	\$147,984.13	3/12/2007	12/11/2007
Payne & Dolan	C523070029	PAV	Asphalt Resurfacing	20.00%	17.55%	\$49,684.31	20.00%	20.20%	\$49,684.31	3	\$ 283,167.42	\$287,514.00	\$245,961.92	3/27/2007	12/18/2007
Snorek Construction, Inc.	C523070039	PAV	Alley Reconstruct	18.00%	19.80%	\$19,266.53	18.00%	18.35%	\$19,266.53	4	\$ 97,305.70	\$108,452.75	\$104,983.82	4/26/2007	1/24/2008
Snorek Construction, Inc.	C523070058	PAV	Alley Reconstruct	18.00%	19.71%	\$25,361.15	18.00%	19.12%	\$25,361.15	5	\$ 128,652.00	\$149,069.00	\$132,659.21	6/14/2007	4/28/2008
Milwaukee General	C523070059	PAV	Concrete Reconstruct	18.00%	20.30%	\$27,294.12	18.00%	20.99%	\$27,294.12	6	\$ 134,453.77	\$143,468.75	\$130,060.09	6/15/2007	5/27/2008
Milwaukee General	C523070071	PAV	Alley Reconstruct	18.00%	19.00%	\$18,698.56	18.00%	18.97%	\$18,698.56	5	\$ 98,413.45	\$111,241.25	\$98,583.68	7/30/2007	4/9/2008
DC Burbach, Inc.	C523070078	PAV	Asphalt Overlay	18.00%	18.40%	\$14,691.22	18.00%	18.01%	\$14,691.22	6	\$ 79,843.56	\$81,945.80	\$81,583.10	8/7/2007	4/14/2008
Milwaukee General	C523070081	PAV	Asphalt Overlay	18.00%	17.96%	\$27,185.41	18.00%	16.45%	\$27,185.41	5	\$ 151,366.43	\$158,982.50	\$165,266.85	8/15/2007	5/1/2008
Edgerton Contractors, Inc.	C523070089	PAV	Removing Pavement & Grading	18.00%	19.80%	\$83,567.28	18.00%	22.20%	\$83,567.28	1	\$ 421,876.70	\$437,099.12	\$384,639.53	8/24/2007	5/14/2008
Snorek Construction, Inc.	C523070095	PAV	Asphalt Overlay	18.00%	18.70%	\$57,971.09	18.00%	17.56%	\$57,971.09	5	\$ 310,005.82	\$334,271.35	\$330,062.63	8/24/2007	5/25/2008
Vista Design & Construction,	C545070061	PAV	Concrete Reconstruct	18.00%	55.80%	\$163,494.00	18.00%	50.18%	\$163,494.00	3	\$ 293,000.00	\$210,000.00	\$325,809.20	6/15/2007	7/7/2008
Advanced Enterprises, Inc.	C523070070	PAV	Paving	10.00%	67.40%	\$179,807.70	10.00%	97.34%	\$179,807.70	3	\$ 266,777.00	\$319,000.00	\$184,714.72	7/10/2007	8/25/2008
Bluemel's Maintenance Servi	C545070120	PAV	Landscaping - play area	18.00%	22.60%	\$8,770.74	18.00%	24.71%	\$8,770.74	3	\$ 38,808.60	\$40,900.00	\$35,500.00	11/5/2007	9/24/2008
		<b>PAV Total</b>											<b>\$2,600,736.70</b>		
		<b>PAV Average</b>											<b>\$185,766.91</b>		
		<b>PAV Average</b>		<b>17.79%</b>	<b>28.21%</b>			<b>30.10%</b>							
American Sewer Services	C523070004	SEW	Combined Sewer Relay & Lining	10.00%	11.44%	\$102,325.13	10.00%	11.91%	\$102,325.13	8	\$ 894,663.10	\$1,711,000.00	\$859,076.54	2/2/2007	8/4/2008
American Sewer Services	C523070003	SEW	Combined Sewer & Watermain Relay	20.00%	23.00%	\$82,052.39	20.00%	23.79%	\$82,052.39	8	\$ 356,749.50	\$596,000.00	\$344,940.18	1/22/2007	12/12/2007
American Sewer Services	C523070005	SEW	Sanitary Sewer Relay & Bypass Pump Installa	18.00%	17.00%	\$36,414.17	18.00%	15.34%	\$36,414.17	6	\$ 214,201.00	\$203,000.00	\$237,415.13	1/24/2007	3/20/2008
MJ Construction	C523070011	SEW	Combined Sewer Relay	18.00%	22.10%	\$42,703.96	18.00%	21.40%	\$42,703.96	5	\$ 193,307.68	\$301,000.00	\$199,869.53	2/12/2007	7/3/2008
Underground Pipeline, Inc.	C523070017	SEW	Combined Sewer Relay & Lining	13.00%	17.59%	\$18,409.00	13.00%	17.37%	\$18,409.00	6	\$ 104,631.00	\$174,000.00	\$105,974.30	3/7/2007	12/12/2007
Visu-Sewer Clean & Seal, Inc	C523070018	SEW	Sanitary Manhole Inspection	10.00%	13.14%	\$19,526.49	10.00%	13.30%	\$19,526.49	5	\$ 148,564.75	\$229,000.00	\$146,815.69	3/7/2007	2/5/2008
MJ Construction	C523070020	SEW	Combined Sewer Relay	15.00%	20.20%	\$18,041.63	15.00%	18.87%	\$18,041.63	6	\$ 89,315.00	\$107,000.00	\$95,596.53	3/9/2007	4/22/2008
MJ Construction	C523070021	SEW	Combined Sewer Relay & Lining	11.00%	22.20%	\$47,397.75	11.00%	21.93%	\$47,397.75	5	\$ 213,503.40	\$324,000.00	\$216,102.69	3/9/2007	7/24/2008
MJ Construction	C523070024	SEW	Sanitary Manhole Rehab	21.00%	19.57%	\$194,917.13	21.00%	23.20%	\$194,917.13	5	\$ 995,791.00	\$1,105,000.00	\$838,910.82	3/15/2007	2/28/2008
Advanced Enterprises, Inc.	C523070034	SEW	Combined Sewer Relay	15.00%	90.00%	\$476,356.50	15.00%	90.32%	\$476,356.50	6	\$ 529,285.00	\$595,000.00	\$527,437.81	4/13/2007	3/11/2008
Visu-Sewer Clean & Seal, Inc	C523070041	SEW	Sanitary Sewer Exams	5.00%	7.70%	\$2,511.68	5.00%	5.98%	\$2,511.68	2	\$ 32,619.20	\$50,000.00	\$42,007.20	4/27/2007	11/14/2007
United Sewer & Water, Inc.	C523070042	SEW	Combined Sewer Relay & Lining	20.00%	22.40%	\$20,224.96	20.00%	22.65%	\$20,224.96	6	\$ 90,290.00	\$161,000.00	\$89,288.52	4/27/2007	2/28/2008
Visu-Sewer Clean & Seal, Inc	C523070048	SEW	Combined Sewer Relay & Lining	2.00%	3.40%	\$6,157.98	2.00%	3.38%	\$6,157.98	4	\$ 181,117.00	\$322,000.00	\$182,259.50	5/29/2007	7/17/2008

**Exhibit B: EBE Requirements and Performance based on Type of Project**

MJ Construction	C523070052	SEW	Combined Sewer Relay	17.00%	33.60%	\$185,606.85	17.00%	31.33%	\$185,606.85	7	\$ 552,401.35	\$950,000.00	\$592,411.41	6/4/2007	4/2/2008
MJ Construction	C523070055	SEW	Combined Sewer Relay	19.00%	27.00%	\$96,293.48	19.00%	24.83%	\$96,293.48	5	\$ 356,642.50	\$483,000.00	\$387,809.26	6/14/2007	4/8/2008
American Sewer Services	C523070056	SEW	Combined Sewer Lining & Sanitary Sewer	12.00%	12.14%	\$17,972.11	12.00%	11.78%	\$17,972.11	4	\$ 148,001.00	\$193,000.00	\$152,619.42	6/15/2007	12/5/2007
American Sewer Services	C523070060	SEW	Combined Sanitary Sewer Relay & Watermain	21.00%	22.70%	\$101,931.46	21.00%	24.03%	\$101,931.46	3	\$ 449,037.25	\$500,000.00	\$424,257.63	6/15/2007	8/30/2007
Visu-Sewer Clean & Seal, Inc	C523070069	SEW	Sanitary Sewer Lining	6.00%	19.30%	\$11,188.21	6.00%	17.23%	\$11,188.21	4	\$ 57,970.00	\$117,000.00	\$64,920.00	7/13/2007	8/11/2008
Visu-Sewer Clean & Seal, Inc	C523070109	SEW	Combined Sewer Relay & Lining	15.00%	23.80%	\$18,323.67	15.00%	21.65%	\$18,323.67	2	\$ 76,990.20	\$152,000.00	\$84,646.68	9/27/2007	4/4/2008
American Sewer Services	C641070023	SEW	Watermain Relays	21.00%	21.10%	\$111,521.26	21.00%	19.01%	\$111,521.26	5	\$ 527,116.50	\$626,000.00	\$586,571.05	3/14/2007	7/24/2008
		<b>SEW Total</b>											<b>\$6,178,929.89</b>		
		<b>SEW Average</b>											<b>\$308,946.49</b>		
		<b>SEW Average</b>		<b>14.45%</b>	<b>22.47%</b>			<b>21.96%</b>							
Underground Pipeline, Inc.	C523070094	WAT	Sanitary, Storm Sewer, & Watermain	8.00%	20.30%	\$16,611.19	8.00%	29.95%	\$16,611.19	6	\$ 81,828.50	\$108,000.00	\$55,469.78	8/23/2007	5/1/2008
United Sewer & Water, Inc.	C641070006	WAT	Watermain Relays	15.00%	16.47%	\$18,523.42	15.00%	13.06%	\$18,523.42	5	\$ 112,461.00	\$135,000.00	\$141,795.59	1/25/2007	1/15/2008
United Sewer & Water, Inc.	C641070007	WAT	Watermain Relays	22.00%	14.70%	\$60,836.83	22.00%	13.40%	\$60,836.83	5	\$ 413,856.00	\$486,000.00	\$454,021.48	2/1/2007	5/9/2008
MJ Construction	C641070015	WAT	Watermain Relays	20.00%	26.20%	\$58,632.52	20.00%	23.42%	\$58,632.52	5	\$ 223,788.25	\$257,000.00	\$250,309.95	3/6/2007	8/18/2007
United Sewer & Water, Inc.	C641070030	WAT	Watermain Relays	26.00%	26.90%	\$59,030.17	26.00%	26.56%	\$59,030.17	3	\$ 219,443.00	\$220,000.00	\$222,279.45	4/4/2007	2/4/2008
Advanced Enterprises, Inc.	C641070031	WAT	Watermain	25.00%	99.30%	\$158,695.99	25.00%	90.60%	\$158,695.99	3	\$ 159,785.25	\$158,000.00	\$175,232.24	4/10/2007	2/5/2008
MJ Construction	C641070014	WAT	Watermain Relays	23.00%	25.80%	\$104,267.73	23.00%	25.25%	\$104,267.73	6	\$ 404,138.50	\$495,000.00	\$412,978.45	3/20/2007	9/16/2008
MJ Construction	C641070026	WAT	Watermain Relays	25.00%	26.00%	\$168,026.01	25.00%	24.81%	\$168,026.01	4	\$ 646,253.90	\$791,000.00	\$677,369.25	3/16/2007	9/11/2008
American Sewer Services	C641070040	WAT	Watermain Relays	27.00%	27.10%	\$113,541.95	27.00%	26.80%	\$113,541.95	3	\$ 418,974.00	\$444,000.00	\$423,706.73	4/23/2007	9/18/2008
American Sewer Services	C641070046	WAT	Watermain Relays	23.00%	23.50%	\$50,528.06	23.00%	23.76%	\$50,528.06	3	\$ 215,013.00	\$269,000.00	\$212,638.69	5/14/2007	9/18/2008
American Sewer Services	C641070080	WAT	Watermain Relays	22.00%	22.80%	\$64,343.42	22.00%	22.10%	\$64,343.42	4	\$ 282,208.00	\$294,000.00	\$291,096.00	8/6/2007	9/11/2008
United Sewer & Water, Inc.	C641070045	WAT	Watermain Relays	22.00%	23.60%	\$58,652.14	22.00%	23.73%	\$58,652.14	3	\$ 248,526.00	\$310,000.00	\$247,192.71	5/8/2007	8/14/2007
United Sewer & Water, Inc.	C641070062	WAT	Watermain Relays	20.00%	20.40%	\$60,881.86	20.00%	20.05%	\$60,881.86	3	\$ 298,440.50	\$340,000.00	\$303,677.21	6/26/2007	3/4/2008
Underground Pipeline, Inc.	C641070066	WAT	Watermain Relays	26.00%	29.50%	\$181,181.77	26.00%	28.77%	\$181,181.77	4	\$ 614,175.50	\$667,000.00	\$629,716.19	7/11/2007	3/26/2008
MJ Construction, Inc.	C641070072	WAT	Watermain Relays	25.00%	25.70%	\$179,721.36	25.00%	27.60%	\$179,721.36	3	\$ 700,653.30	\$790,000.00	\$650,848.24	7/30/2007	4/28/2008
United Sewer & Water, Inc.	C641070097	WAT	Watermain Relays	22.00%	18.66%	\$72,574.92	22.00%	19.30%	\$72,574.92	5	\$ 388,969.00	\$382,000.00	\$375,489.90	7/27/2007	4/4/2008
American Sewer Services	C641070113	WAT	Watermain Relays	24.00%	24.50%	\$84,802.46	24.00%	23.66%	\$84,802.46	3	\$ 346,132.50	\$386,000.00	\$358,436.69	10/12/2007	12/6/2007
		<b>WAT Average</b>		<b>22.06%</b>	<b>27.73%</b>			<b>27.22%</b>					<b>\$346,015.21</b>		
		<b>WAT Average</b>											<b>\$5,882,258.55</b>		
		<b>WAT Total</b>											<b>\$5,882,258.55</b>		
		<b>Grand Total</b>											<b>\$15,784,265.99</b>		