



Department of Administration
Office of Equity & Inclusion

Cavalier Johnson
Mayor

Sharon Robinson
Director of Administration

Nikki Purvis
Chief Equity Officer

July 14, 2022

VIA E-MAIL (christine@cmrbuils.com)

Christine Arend
Construction Management Resources LLC
S98W12575 Loomis Court
Muskego, WI 53150-4927

Dear Mrs. Arend:

Thank you for your application pursuing Small Business Enterprise (SBE) certification with the City of Milwaukee. After a thorough review, I regret to inform you that the Office of Equity & Inclusion (OEI) is unable to certify **Construction Management Resources LLC** as a Small Business Enterprise.

This office based its decision to deny **Construction Management Resources LLC** application on the following:

- **Failure to perform independently or as a subcontractor.** As defined by Chapter 370-25-3 of the Milwaukee Code of Ordinance, one of the requirements for certification states that the business shall have demonstrated capacity to perform independently or as a subcontractor relative to its field of operation. Per your application and communication with this office, the firm does not self-perform any services and subcontracts all work to independent contractors.
- **Failure to control day-to-day critical operations.** As defined by Chapter 370-25-6 of the Milwaukee Code of Ordinance, one of the requirements for certification states that the owner shall control the day-to-day critical operations of the firm. Per communication with this office, Construction Management Resources LLC subcontracts all services to independent contractors and therefore is unable to control, manage or oversee critical operations essential to fulfilling contractual obligations.
- **Lack of demonstrated control.** As defined by Chapter 370-25-6 of the Milwaukee Code of Ordinance, one of the requirements for certification states that the owner shall control the day-to-day critical operations of the firm; however, Construction Management Resources LLC relies on the credentials of others to perform its primary service. To qualify for this program, the 51% majority owner should have demonstrated control, meaning general knowledge and technical experience related to the primary industry classification. Also, there should be documentation by the 51% majority owner of adequate knowledge of each major operating aspect independent of outside expertise.

Because of the firm's inability to meet the above-mentioned criteria, **Construction Management Resources LLC** is denied certification with the City of Milwaukee's Office of Equity & Inclusion SBE program for a period of three (3) calendar years.

If you wish to appeal this decision, you must do so within 30 days of the date of this letter. Appeals should be filed with the Administrative Review and Appeals Board, Office of the City Clerk, City Hall Room 205, 200 East Wells Street, Milwaukee, WI 53202. Please call (414) 286-2221 for further instructions. A \$25 fee is required when filing this appeal.

If you have any questions, please feel free to email me at npurvi@milwaukee.gov and if, needed, we can schedule a conference call via GoTo Meeting.

Sincerely,

DocuSigned by:
Nikki Purvis
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Nikki Purvis

Chief Equity Officer