

**M/W/EBE Development Committee
Wednesday, March 16, 2022
Lorraine H. Morton Civic Center Room 2402 6:00 PM**

AGENDA

Page

1. CALL TO ORDER/DECLARATION OF A QUORUM

2. APPROVAL OF MINUTES

- A. **Approval of the February 16, 2022 Minutes** # - #
[mwebe-minutes-20220216-draft2](#)

3. GUEST INTRODUCTIONS

4. OLD BUSINESS

- A. **NU Incubator Update** # - #
[NU Incubator Northwestern](#)

5. STAFF REPORTS

- A. **M/W/EBE and LEP Tracking Report** # - #
[2022 MWEBE Goal Compliant](#)
[2021 MWEBE Goal Compliant Revised Final](#)

6. NEW BUSINESS

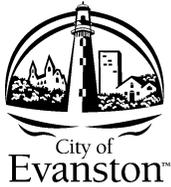
- A. **Explore the City of Evanston create self-certification process for local business**

7. OTHER BUSINESS

8. ADJOURNMENT

Order & Agenda Items are subject to change. Information about the Minority, Women & Evanston Business Enterprise Development Committee (M/W/EBE) is available at: www.cityofevanston.org/mwebecommittee. Questions can be directed to Tammi Nunez at 847-866-2935.

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**MINORITY, WOMEN & EVANSTON BUSINESS ENTERPRISE (M/W/EBE)
DEVELOPMENT COMMITTEE**

Wednesday, February 16, 2022
6:00 P.M.
Virtual Meeting Minutes

MEMBERS PRESENT: Councilmember Peter Braithwaite, Councilmember Bobby Burns, Councilmember Devon Reid, Jared Davis, Angela W. Pennisi, Kemone Hendricks, Bonaventure Fandohan, and Nasutsa Mabwa

MEMBERS ABSENT: Michael McLean

STAFF PRESENT: Lara Biggs Capital Planning & Engineering Bureau Chief / City Engineer, Purchasing Manager Tammi Nunez, Nathan Norman Workforce Development Coordinator, and Jillian Ostman Purchasing Specialist

PRESIDING MEMBER: Councilmember Peter Braithwaite

1. DECLARATION OF A QUORUM

With a quorum present Councilmember Braithwaite called the meeting to order at 6:01 pm. Councilmember Braithwaite motioned to suspend the rules to permit members to convene via a virtual meeting. Seconded by Councilmember Devon Reid and approved 7-0 (roll call taken).

Nasutsa Mabwa joined the meeting at 6:07 pm

2. APPROVAL OF MINUTES

Councilmember Devon Reid motioned to approve the Minutes as presented from November 17, 2021, seconded by Jared Davis. Motion passed unanimously 7-0 (roll call taken).

3. GUEST INTRODUCTIONS

No Guest

4. OLD BUSINESS

No old business

5. STAFF REPORTS

A. M/W/EBE and LEP Tracking Report

Tammi Nunez provided an overview of the MWEBE goal compliant report. As of

November there is participation of twenty-three percent. T. Nunez provided background information for several projects and stated that there are no updates to the 2021 MWEBE Waiver Report. In addition there has only been one project awarded for 2022 with participation of twenty-five percent. T. Nunez opened up the floor for questions. Councilmember Reid requested clarification of the report. T. Nunez provided a detailed explanation of the information. Angela Pennisi inquired about correspondence received in November about Boulder Contractors, and the concerns about monitoring their MWEBE participation. Councilmember Braithwaite stated that this will be put on hold and addressed at a later time.

B. 2022 Capital Planning Projects

Lara Biggs provided an overview of the LEP program as well as the LEP Summary 2022 Capital Improvement Program report and Reduction in LEP-Eligible Projects memo. L. Biggs provided clarity about the type of projects that require LEP and which are disqualified due to state and federal funding. Bonaventure Fandohan asked if there is a possibility of requesting contractors to make an effort to hire Evanston residents even though it is not a requirement due to funding. L. Biggs stated that this has not generally been discussed with contractors because it is not a requirement and would take a substantial investment by the contractor. L. Biggs went on to state that the current LEP program has been successful because many participants have gone on to have full-time employment. Councilmember Burns expressed the interest in potentially using funds to develop more local contractors. L. Biggs provided an overview of the upcoming Large Diameter Water Main and Lead Service Line Replacement projects. Councilmember Burns stated that he and Dave Stoneback have been working on developing a Workforce Development program to aid in Evanston residents being employed on projects such as the Lead Service Line Replacement Project.

6. NEW BUSINESS

A. LEP Program Overview

Nathan Norman stated that a partnership with Northwestern University started in 2016 to solicit Evanston residents to be part of a workforce initiative. This initiative focused on carpentry, painting, electrical, and plumbing trades. The program had an 85% success rate in getting Evanston residents full-time employment.

B. LEP Penalty fund Update

Councilmember Braithwaite spoke about the LEP penalty ordinance and inquired what the balance of the LEP penalty fund is. T. Nunez stated that the LEP penalty fund has a balance of \$60,478.75 as of December 31, 2021.

7. OTHER BUSINESS

8. ADJOURNMENT

Angela W. Pennisi motioned the meeting be adjourned, seconded by Councilmember Bobby Burns carried unanimously. 8-0 (roll call taken). Meeting ended at 7:17 pm.

Toward Supporting Evanston's Minority-Owned Businesses

Ashley Abraham, Raghav Srinath, and Evie Kling

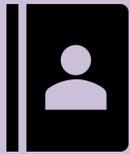
Northwestern | Kellogg

The project was born from Northwestern's Good Neighbor Racial Equity Fund

As part of their joint Good Neighbor Racial Equity Fund with the City of Evanston, Northwestern committed to providing \$400,000 to support Evanston's minority-owned businesses. **This study sought to identify the needs of Evanston's minority business owners to ensure effective use of Northwestern's funds.**

Minority-owned businesses often present unique, acute needs

In addition to easier access to capital, MOB often need support with:



Customer Acquisition



Operational Improvements



Human Capital & Staffing

Our project focused on determining which needs proved most pressing.

First, we researched Evanston's business demographics

Evanston's Chamber of Commerce* estimates local business ownership is:

- White - 80%
- Black - 10%
- Hispanic/ Asian - 10%

A critical lack of historical data exists, not only for the number of minority businesses but also for the number of employees and revenues estimates for those businesses. We relied heavily on anecdotal estimates.

*Rough estimate provided by Roger Sosa - Executive Director of Chamber of Commerce

The Small Business Equity tool has begun to aggregate information on average sales but it is unable to drill down to Evanston.



We then assessed what kinds of resources already exist

We compiled a broad list of local services and resources provided to businesses and divided the resources into sections such as lending, training, and legal services.

The full list can be found [here](#).

We used this list to assess business owners' awareness of these resources and to understand which resources, if any, minority business owners most used.

Lending

Duman Center/JVS – Specialize in making low-cost business loans to eligible small businesses in the Chicago area that cannot access loan funds through traditional lending channels as well as provide one-on-one business advice at no charge for existing and start-up small businesses. We offer entrepreneurial training, business assistance, mentoring and access to capital.

Contact Info: 312-673-3429, sbdcdumancenter@jvschicago.org

LEND Evanston – Lending for Evanston and Northwestern Development (LEND) is a student-run, microfinance organization that empowers entrepreneurs in Evanston to build businesses, create jobs, and reach financial self-sufficiency.

Contact Info: info@lendevanston.org

Training

IL SBDC – Provide assistance with the development of business plans and help with accessing market information and the development of marketing plans.

Contact Info: 800.252.2923

Women's Business Development Center – Provide programs and services to support and accelerate women's business ownership and strengthen the impact of women on the economy by creating jobs, fueling economic growth, and building strong communities.

Contact Info: 312.853.3477

Small Business Assistance Program – Provide small business owners with assistance in navigating the Paycheck Protection Program (PPP) through guidance in understanding eligibility, PPP Process, and document collection

Contact Info: (312) 443-5500

SCORE - SCORE is the nation's largest network of volunteer, expert business mentors. It helps small businesses get off the ground, grow and achieve their goals through mentorship, online resources, and local events.

Get Started: <https://www.score.org/find-mentor>

Next, we interviewed business owners

To effectively allocate funds, we first needed to understand business owners' needs. Interviews covered:

- Entrepreneurial histories and motivations
- Covid's impact on staff size
- Typical customer profiles over time (including 2020-21)
- Key goals for 2021-22
- Pressing challenges
- Access to local or federal government resources



Evanston's minority business owners are capable, entrepreneurial, and stretched thin

We interviewed more than 15 minority business owners in Evanston over the course of the semester and heard:

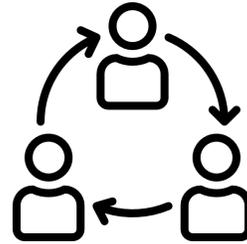
- “Our businesses is in survival mode and, yes, education alone is good, but we need more customers and education on what it looks like to scale.”
- “Targeted resource of technical support for implementation is more valuable than”
- “What supporting MOB looks like depends -- it’s a case-by-case basis.”
- “Every business would love an unlimited marketing budget. I’ve come across some people who didn’t know [the business] existed.”
- “A hurdle is scaling our internal staffing.”
- “If there was someone to help with small business marketing, that’d be awesome.”
- “City support is often slow.”

Interviews helped us to identify several themes

After interviewing more than 15 minority business owners in Evanston, we learned:

- MOB represent a wide variety of business stages (early stage, retired professional, etc.), leading to a **wide variety of needs**
- They need **human capital** to support business operations and **financial support** to invest in new technologies
- Financial and business training resources exist to support owners, but **awareness of and trust in them are low**
- Many business owners just **missed qualifying** for PPP loans and other benefits

Qualitative Research - Learnings



Lack of Networks to Build Long-Term Success

There is an opportunity for Northwestern to support minority business owners with building a network to ensure long-term growth by recognizing and addressing barriers minority owners face:

- funding & capital sources- support with long-term funding source(s) and quick application process
- staffing & time constraints- support by ensuring resources do not pull owners away from their business
- access to resources in a timely manner- streamline process for MOB to obtain support

To complement interviews, we also circulated a Qualtrics survey to local business owners

We created the [survey](#) to aggregate business owner needs and, to incent survey completion, the first 50 participants received \$10 Amazon gift cards.

Larry & Jean Murphy -- owners of YoFresh, co-founders of the Black Business Consortium of Evanston and the North Shore, and two interviewees for our project -- agreed to send the survey link to BBCENS members.

In terms of sectors and locations, the survey reached a fairly evenly distributed audience

Nature of businesses

#	Answer	%	Count
1	Retail	33.33%	8
2	Service	54.17%	13
3	Wholesale	0.00%	0
4	Other	12.50%	3
	Total	100%	24

Postal Code of businesses

#	Answer	%	Count
1	60201	45.83%	11
2	60202	37.50%	9
3	60203	4.17%	1
4	60208	0.00%	0
5	Other	12.50%	3
	Total	100%	24

Areas served

#	Answer	%	Count
1	Howard St	8.33%	3
2	Chicago and Main St	5.56%	2
3	Chicago and Dempster	0.00%	0
4	Downtown Evanston	8.33%	3
5	Central Street	0.00%	0
6	Dempster and Dodge	2.78%	1
7	Main and Dodge	0.00%	0
8	All of Evanston	25.00%	9
9	Northern suburbs	13.89%	5
10	Greater Chicago Region	22.22%	8

Note that 40% of respondents have not officially registered as a minority owned business with a few commenting on how to achieve this

Many MOBs have received external funding and continue to seek funding currently

Have you received funding from any of the resources in the last 3 years?

#	Answer	%	Count
1	Bank	3.57%	1
2	PPP Loan	46.43%	13
3	Other Federal Program (Please specify)	14.29%	4
4	State of Illinois Program (Please specify)	3.57%	1
5	LEND	21.43%	6
6	Alliance for Communities/Action	3.57%	1
7	Other (Please specify)	7.14%	2
	Total	100%	28

Are you currently seeking funds?

#	Answer	%	Count
1	Yes	64.00%	16
2	No	36.00%	9
	Total	100%	25

Examples of intended use of these funds

To keep our door open, mostly to pay 2020 back rent and payroll

Payroll and operating

Marketing/SEO

working capital

Reopening pay bills and improvements

Purchase Equipment

Assist with utility bills , purchase products, marketing, hire part time assistant etc

For Respite clients

Marketing, website design, competitive coaches wage increase, utilities

Three-quarters of respondents hope to improve their customer acquisition strategies

Currently 71% of results state that they use websites, digital marketing, or social media as their primary strategy for customer acquisition.

75% of the results are requesting further assistance in these strategies.

Examples of strategies survey participants believe would be useful and why:

Social media because there are multiple platforms available and I am not

Singage

SEO would help people find our website and would attract customers that way

Website building, due to the fact we never created an official website.

My website is somewhat out of date and needs more targeting wordings, pictures of facility and better listings of goods sold.

Social media , website

Better Utilization of Google my Business, LinkedIn, Instagram, Facebook, etc.

Website

Pizza oven, camera upgrades throughout store

Social Media

Many MOBs seek growth assistance and technology upgrades; few seek educational programming or conference room space

#	Answer	%	Count	Examples of growth strategies participants are looking for:
1	Assistance with growth strategies	24.07%	13	<p>Information about best practices and implementation of the same for growth in my industry</p> <p>How to connect to people who live in Evanston and Northshore area. So far pretty much any promotion we have done has no effect</p>
2	Assistance with employment strategies	11.11%	6	<p>How to expand our business to other locations & food truck. How to capture more four traffic</p> <p>Effective ways to grow the business</p> <p>Better understanding in targeting customers, community and students, whether on campus or off-campus or local businesses.</p>
3	Financial and accounting services	7.41%	4	<p>Expanding: Increasing company's presents from new customers</p> <p>Monitoring growth</p>
4	Conference room space	1.85%	1	<p>Online training services, equipment etc</p> <p>Growing my customer base, better use of social media, & growing my sales team..</p>
5	Upgraded technology	16.67%	9	<p>Examples of upgraded technology needed:</p> <p>POS strategies</p>
6	Kitchen facilities	9.26%	5	<p>There's a need for credit/debit cards for public used equipments.</p> <p>New Laptop Computer for online business</p>
7	Incubator with educational programming	3.70%	2	<p>Computers Printers</p> <p>Camera throughout store</p> <p>Cameras in all areas of store and on hand held devices. Computer and printer at store..</p>

Where to go from here?

From conversations and survey responses, we have learned that Evanston's minority business owners would welcome:

- **Grants for Covid Relief** - Easy, clear application with defined requirements for applying
- **Full-time Consultant** - "Swiss Army Knife" FTE employed by NU who serves as a business consultant to Evanston's MOBs
- **Instruction** - Business owners are open and excited to learn -- but have limited time and resources to spend on seeking that out

2022 MWEBE Goal Compliant

Dept.	Date	RFP/Bid	Project Title	Total Bid Amount	% MWEBE	Name of MWEBE	M BE	W BE	E BE	D BE	Subcontract Amount
ADM	1/10/2022	RFP 21-38	Janitorial Services for Various City Facilities	\$185,196.00		Eco Clean					
					25%	A & G Cleaning Services	X				\$46,299.00
January Total				\$185,196.00							\$46,299.00
Total to Date				\$185,196.00	25.0%		1	0	0	0	\$46,299.00

2022 MWEBE Goal Waived

Dept.	Date	RFP/Bid #	Base Bid Amount	Project Title	Company	Reason Waived
ADM	2/28/2022	RFP 22-09	\$145,300.00	Classification, Compensation, and Staffing Analysis	Baker Tilly US, LLP (Plano, TX)	Precludes Subcontracting Opportunities
		Year to Date	\$145,300.00			

2021 MWEBE Goal Compliant

Dept.	Date	RFP/Bid	Project Title	Total Bid Amount	% MWEBE	Name of MWEBE	M BE	W BE	E BE	D BE	Subcontract Amount
PWA	1/11/2021	Bid 20-50	Levy Senior Center - Linden & Locust Rm Renov	\$248,614.37		Troop Contracting, Inc					
					4%	Salamanca & Meza LLC	X				\$10,000.00
					12%	Marketing Contracting Services	X				\$30,690.00
					12%	Devontry LLC			X		\$30,910.00
January Total				\$248,614.37							\$71,600.00
Total to Date				\$248,614.37	28.0%		2	0	1	0	\$71,600.00
ADM	4/26/2021	RFP 20-51	General Liability & Workers Compensation	\$102,500.00		Cannon Cochran Management Services, Inc.					
					10%	Risk Management Solutions	X				\$10,250.00
PWA	4/12/2021	Bid 21-07	Robert Crown Playground	\$404,044.00		Hacienda Landscaping (LEP Eligible)					
					100%		X				\$404,044.00
ED	4/12/2021	RFP 21-04	2021 Great MerchantPlanter Landscap Maint	\$51,898.00		Hacienda Landscaping					
					100%		X				\$51,898.00
PWA	4/12/2021	RFP 20-01	Robert Crown HVAC	\$70,100.00		Anchor Mechanical Facilities Services					
					25%	Aberdeen Group, Inc	X				\$17,525.00
PWA	4/12/2021	Bid 21-10	2021 CIPP Sewer Rehab Contract A	\$173,684.00		Benchmark Construction					
					25%	Smith Maintenance	X				\$43,500.00
PWA	4/12/2021	Bid 21-06	McCulloch Park Renovations	\$890,636.00		Hacienda Landscaping (LEP Eligible)					
					100%		X				\$890,636.00

PWA	4/12/2021	RFP 20-55	Water Utility Continuity - Operation Plan	\$119,906.00		AECOM Technical Services Inc.					
					25%	Clarity Partners LLC	X			\$29,980.00	
PWA	4/24/2021	Bid 21-12	MFT Street Resurfacing Project	\$1,083,777.00		J. A. Johnson (Not subject to LEP)					
					7%	Galaxy Underground Inc.		X		\$71,816.00	
					.9%	Hawk Enterprise, Inc.		X		\$9,360.00	
	April Total			\$2,896,545.00						\$1,529,009.00	
	Total to Date			\$3,145,159.37	51.0%		9	2	1	0	\$1,600,609.00
PWA	5/24/2021	RFP 21-09	ADA Transition Plan	\$154,850.00		Altura Solutions, LLC					
					10.5%	Avid Consulting, Inc	X			\$16,256.00	
					6.2%	McGuire Iglesias Assoc			X	\$9,580.00	
					9.6%	All Together, LLC		X		\$14,835.00	
PWA	5/24/2021	Bid 21-13	50/50 Sidewalk Plan	\$309,860.00		Sumit Construction (LEP Eligible depending on resident participation)					
					100%	Sumit Construction	X			\$309,860.00	
PWA	5/24/2021	Bid 21-22	2021 CIPP Sewer Rehab Contract B	\$332,221.00		Granite Inliner (LEP Eligible)					
					10%	Construction Management		X		\$33,037.00	
PWA	5/24/2021	Bid 21-08	2021 Water Main Improvements and Str Resurfacing Proj	\$4,056,188.00		Bolder Contractors (Not subject to LEP due to IL Rebuild Funds)					
					4%	Ozinga Concrete			X	\$160,000.00	
					13%	RA Seaton Contractor		X		\$525,000.00	
					8%	Sonican Trucking	X			\$350,000.00	
PWA	5/24/2021	Bid 21-14	Main Street Water Main Improvements Project	\$1,589,744.00		Pan Oceanic Engineering Co (LEP Eligible)					
					65%	Pan Oceanic Engineering Co	X			\$1,046,140.00	
	May Total			\$6,442,863.00						\$2,464,708.00	
	Total to Date			\$9,588,022.37	42%		13	5	3	0	\$4,065,317.00

PWA	6/28/2021	No Bid #	Living Quarters Renovations at Fire Station #4	\$104,975.00		Central Rug and Carpet					
					8.5%	Central Rug and Carpet			X		\$8,900.00
PWA	6/28/2021	RFP 21-02	SCADA System Upgrade	\$314,760.00		Concentric Integration (Not subject to LEP)					
					39%	Electro-Kinetics, Inc		X			\$123,600.00
June Total				\$419,735.00							\$132,500.00
Total to Date				\$10,007,757.37	42%		13	6	4	0	\$4,197,817.00
PWA	7/26/2021	Bid 21-18	2021 Parking Lot Improvement Project	\$196,071.46		J.A. Johnson Paving Company					
					37%	Sincere Landscaping	X				\$73,167.00
July Total				\$196,071.46							\$73,167.00
Total to Date				\$10,203,828.83	42.0%		14	6	4	0	\$4,270,984.00
PWA	8/9/2021	Bid 21-16	2021 Alley Improvement Project	\$699,851.60		Capital Cement Company (LEP Eligible)					
					12%	Ozinga Ready Mix Concrete			X		\$82,889.00
					6%	L&B Trucking Inc		X			\$40,000.00
					1%	ALF Cartase Inc		X			\$9,407.87
					2%	Petromex Inc	X				\$10,800.00
					4%	CR Schmidt Inc		X			\$25,155.00
					1%	Smith Maintenance	X				\$6,900.00
August Total				\$699,851.60							\$175,151.87
Total to Date				\$10,903,680.43	41.0%		16	9	5	0	\$4,446,135.87
PWA	9/13/2021	RFP 21-26	Corrosion Control Study	\$974,500.00		CDM Smith (Not subject to LEP)					
					17%	Hi-Tek Environmental Inc. d/b/a STAT Analysis Corp.	X				\$164,900.00
					8%	Infrastructure Engineering	X				\$80,000.00

PWA	9/13/2021	RFP 21-29	Lead Service Line Replacement Plan and Pilot Implementation	\$1,140,940.00		CDM Smith (Not subject to LEP)					
					14%	Infrastructure Engineering	X			\$157,284.00	
					4%	Morreale Communications		X		\$50,270.00	
					9%	TERRA Engineering, Ltd.		X		\$97,308.00	
PWA	9/13/2021	RFP 21-24	Evanston Service Center Facility evaluation and Master Plan	\$236,019.00		Greeley Hansen					
					26%	CCJM Engineers, Ltd.	X			\$60,879.00	
	September Total			\$2,351,459.00						\$610,641.00	
	Total to Date			\$13,255,139.43	38%		20	11	5	0	\$5,056,776.87
PWA	10/11/2021	RFP 21-27	Civic Center & PF Relocation Feasibility Study	\$367,249.30		AECOM (Not subject to LEP)					
					13.75%	Teska Associates, Inc			X	\$50,504.58	
					14.96%	Infrastructure Engineering, Inc.	X			\$54,956.71	
PWA	10/25/2021	RFP 21-31	Evanston Skate Park	\$95,315.00		Teska Associates					
					38.37%	Teska Associates, Inc.			X	\$36,750.00	
					31.76%	Christopher B. Burke Engineering, Ltd.			X	\$30,270.00	
	October Total			\$462,564.30						\$172,481.29	
	Total to Date			\$13,717,703.73	38%		21	11	8	0	\$5,229,258.16
PWA	11/8/2021	BID 21-35	Large Diameter Sewer Rehabilitation - Greenleaf	\$1,188,060.00		Benchmark Construction Co., Inc.					
					9%	Comprehensive Construction Solutions	X	X		\$110,000.00	
PWA	11/8/2021	BID 21-36	30" Transmission Main Rehabilitation Project	\$9,686,118.00	6%	Bolder Contractors, Inc. (Not subject to LEP)					

				1.70%	JG Demo Inc.				X	\$164,388
				1.03%	Sonican Trucking Inc.				X	\$100,000
				0.59%	F. Espinoza Landscaping Inc.				X	\$57,970
				0.08%	Precision Pavement				X	\$8,148
	November Total		\$10,874,178.00							\$440,506.00
	Total to Date		\$24,591,881.73	23%		22	12	8	4	\$5,669,764.16

2021 MWEBE Goal Waived

Dept.	Date	RFP/Bid #	Base Bid Amount	Project Title	Company	Reason Waived
PWA	2/22/2021	Bid 20-54	\$821,669.00	54 Inch Intake Heater Cable	Lake Erie Diving, Inc. (Painesville, OH)	Precludes Subcontracting Opportunities
PWA	4/12/2021	Bid 21-11	\$97,240.00	2021 Citywide Tree Removal Program	Landscape Concepts Mgmt (Grayslake, IL)	Precludes Subcontracting Opportunities
PWA	6/28/2021	RFP 21-02	\$100,000.00	SCADA System Upgrade On-Demand Support Services	Concentric Integration (Crystal Lake, IL)	Precludes Subcontracting Opportunities
PWA	7/12/2021	Bid 21-25	\$700,000.00	2021 CIPP Sewer Rehab Contract C	Insituform Technologies (Chesterfield, OH)	Precludes Subcontracting Opportunities
PWA	7/26/2021	No Bid #	\$39,087.00	Citywide Roof Assessment of Various City Facilities	Garland/DBS (Cleveland, OH)	Precludes Subcontracting Opportunities
PWA	8/9/2021	No Bid #	\$291,953.00	Roof Replacement & Repairs - COE Facilities	Garland/DBS (Cleveland, OH)	Precludes Subcontracting Opportunities
PWA	8/9/2021	Bid 21-21	\$47,229.00	2021 Structure Lining Project	Structured Solutions LLC (Winchester, IN)	Precludes Subcontracting Opportunities
		Year to Date	\$2,097,178.00			