



Our Obsession with Excellence Sets the Precedence

CAPABILITY STATEMENT

Prepared for: Erin Bradley

Corporate Office: 52-60 Berkshire Avenue, Springfield, MA 01109
Satellite Office: 1975 E Sunset Boulevard - Suite 517, Fort Lauderdale, FL 33304
Telephone: 413-726-9549 - Fax: 413-726-9570
www.cityenterpriseinc.com



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December 21, 2017

Erin Bradley
Contracting Office
US Army Corps of Engineers
New England District
696 Virginia Road
Concord, MA 01742

Subject: Sources Sought Notice: W912WJ18X0013 IDIQ/MATOC, Design-Build Execution of Construction, Renovations, and Repair Projects.

Dear: Erin,

Thank you for the opportunity to have City Enterprise, Inc. submit information regarding our capabilities and past performance as it relates to the Sources Sought Notice W912WJ18X0013 regarding the upcoming IDIQ/MATOC Design-Build contract for your review and consideration. Please find enclosed information regarding City Enterprise, Inc.'s capability and past performance for your review and consideration. We are an ***Economically Disadvantaged Minority Women Owned Small Business (EDWOSB)*** General Contractor accepted and certified by the S.B.A. into its ***8(a) Set-Aside Small Business Development*** program business. Owned and operated by Wonderlyn Murphy, City Enterprise, Inc. is located at 52-60 Berkshire Avenue, Springfield, MA 01109.

City Enterprise, Inc. was founded in 2006 and the company quickly established itself as a reputable and solid residential and commercial General Contractor. In addition to a successful \$385,000 private land development project which included the installation of all underground utilities and construction of several 1800 square foot residential homes, City Enterprise, Inc. has completed construction projects for U.S. Government Agencies including the U.S. Navy at the Naval Undersea Warfare Center (NUWC) in Newport, RI, the Naval Submarine Base, New London in Groton, CT, the Portsmouth Naval Shipyard in Portsmouth, NH, the Federal Aviation Administration, the General Services Administration, the United States Coast Guard Academy New London, CT, U.S. Air Force, and the U.S. Army Corps of Engineers.

City Enterprise, Inc. has established itself as a very conscientious and reliable contractor that delivers superior projects on time and on budget. Although our current work load is concentrated in four (4) New England states, MA, ME, CT and RI, City Enterprise, Inc. is investigating and pursuing opportunities nationwide.

In light of its work at both the Naval Station Newport and the Naval Submarine Base New London, City Enterprise, Inc. has been awarded multi-year Maintenance Construction Job Order Contracts (**MCJOC**) at both facilities. In addition, City Enterprise, Inc. has a multi-year **MATOC** contract with the Rhode Island National Guard and a multi-year **IDIQ** Contract with the Natick Soldiers System Center.

The management at City Enterprise, Inc., Wonderlyn Murphy, President and CEO, and Peter A. Jaskievic, LEED AP, Sr. Project Manager and Estimator have more than fifty years of combined commercial and residential construction experience. Resumes of these lead management personnel for the firm are included. Peter A. Jaskievic, LEED AP, Senior Project Manager and Estimator, has worked more than thirty years in the construction industry and on many contracts for the GSA, US Army Corps of Engineers, US Navy, US Air Force, and the National Park Service.

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City Enterprise, Inc. is building an extensive resume in civil as well as building construction and rehabilitation. We have seasoned and experienced Project Superintendents that all have extensive U.S. Government contracting experience, CQC training and OSHA certifications. A great deal of our success at the various DOD Bases and other Government facilities stems from our concentration on job safety and safety training. It is no coincidence that the DOD facilities that have the most demanding safety requirements are the same facilities that call City Enterprise, Inc. again and again to provide for their construction needs. Complimenting City Enterprise, Inc.'s concentration and continuing emphasis on safety, project updates are maintained and provided to all project shareholders. Two week Look Ahead Schedules and Synopsis are updated and distributed every week to insure up to date status notifications. We work very hard to insure that all parties know and are able to track project progress in real time. It is City Enterprise, Inc.'s job to make any construction and improvement project as enjoyable, rewarding and pleasing an experience as possible. We are confident that City Enterprise, Inc. can provide for and meet all of your construction needs.

City Enterprise, Inc. offers the following:

1. EXHIBIT A: Snap shot of past and recent comparable projects by City Enterprises, Inc.
2. EXHIBIT B: Management Plan and Safety Records
3. EXHIBIT C: (8a) Business Certification & Bonding Capacity
4. EXHIBIT D: Employee Resume's with Qualifications (Wonderlyn, Peter, Kevin, Neil)
5. City Enterprise, Inc. company profile information:
 - a. Minority Owned and Operated Small Business
 - b. Economically Disadvantaged Woman Owned Small Business (EDWOSB)
 - c. 8 (a) Certified Small Business
 - d. Office is located at 52-60 Berkshire Avenue, Springfield, MA 01109
 - e. DUNS No: **156 42 2128**
 - f. Cage # **4TVH5**
 - g. SAM / CCR registered
 - h. Annual receipts: \$6,753,589 fiscal 2016, \$9,100,000 fiscal 2015, \$6,500,000 fiscal 2014, \$4,200,000 fiscal 2013
 - i. Bonding Limits: Single Project **\$6,000,000** Aggregate **\$12,000,000** Bonding Company letter attached.
 - j. City Enterprise, Inc. NAICS Codes: 236115, 236116, 236117, 236118, 236210, 236220, 237110, 237210, 237310, 237990, 238110, 238130, 238140, 238170, 238190, 238210, 238310, 238350, 238390, 238910, 561720

I would like to thank you for your time, Erin, and we hope to hear from you.

Sincerely,

Wonderlyn Murphy
President and CEO
City Enterprise, Inc.

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Donohue Federal Courthouse Exterior Envelope Repair, Worcester, MA

Owner: General Service Administration
Contract No: GS-01P-14-BW-C-0043
Final Contract Amount: \$1,509,686.00
Contract Completion Date: 10/31/2015

The Design/Build for exterior masonry envelope repairs of a five story 70+ foot high Historic Masonry Federal Courthouse. The scope of work consisted of cleaning all existing exterior masonry and terra-cotta surfaces. Work required: the complete scaffolding and debris screening of the entire courthouse, the removal, reconstruction, coating and sealing of sections of the decorative Terra-Cotta banding, cut-out and re-pointing all masonry joints, installing lead "T" joint covers at the roof parapet and 5th floor water table. Mortar joints were re-pointed with historically correct limestone mortars as opposed to conventional cement mortars. Cut-out and repair any damaged or spalled masonry and terra-cotta materials. Removed all window sealants and replaced with new continuous perimeter sealant. City Enterprise Inc. had to coordinate with the local police department to stop pedestrian and vehicular traffic during the erection and dismantling of scaffolding. All work was completed on an active Federal Courthouse so public and employee access to the building had to be provided and maintained. The scaffolding was designed to insure security and controlled access to the building. City Enterprise self-perform approximately 25% of the total contract price. The project is finished on schedule and on budget. The customer was very happy thru out the entire contract and with the final product. Please contact either Frank Pfeiffer, Contracting Officer at 401-528-5130 or frank.pfeiffer@gsa.gov or Barry Wood at 401-450-0290 or Barry.wood@gsa.gov with any questions.

Replace 15kv Sectionalizing Switchgear Phases I & II, Naval Station Newport, Newport, RI

Owner: NAVFAC
Contract No: N40085-14-C-9112
Current Contract Amount: \$3,998,998
Contract Completion Date: 95% Complete

This Design/Build project consists of the removal and replacement of nineteen (19) each G&W 15,000 volt switches with eighteen (18) each new 15,000 volt switches. In addition to general 15kv switch specifications and requirements, the Design Engineer reviewed each existing switch location, the existing infrastructure at each location and provided new locations with corresponding and appropriate design details for each replacement switch. Design and details included duct bank details and configurations, switchgear load and feed cabling positions, concrete support pad elevation, configurations and protection details depending on switch location. New concrete pads and protection bollards were installed at each individual switch location. Each electrical switch supplied multiple buildings and City Enterprise Inc. had to coordinate and schedule complete electrical shut-downs for each building associated with a particular switch to transfer service to the new replacement switches. In addition, road closures had to be planned, scheduled and coordinated during the excavation and site work phase of the construction process. The project is on schedule and is approximately 95% complete. The customer is happy with the project. Please contact Roberta Regan at 401-841-7623 or Roberta.regan@navy.mil with any questions.

Building 14, 4th Floor Renovations, Portsmouth Naval Shipyard

Owner: NAVFAC
Contract No: N40085-14-D-0007
Final Contract Amount: \$1,067,523
Contract Completion Date: 10/20/2015

This project was a Design Build for the Renovations of the 4th Floor of a Historic Granite Block Building Located in the CIA area of the Portsmouth Naval Shipyard in Kittery Maine. This project was designed to make functional offices and training rooms but also had to keep the Historic Nature of the building intact. During construction CEI had to carefully remove and relocate an existing Historic wall with Historic writing to accommodate new offices and training spaces. The major component for this project included the design and construction of two (2) code compliant stairwells. These new spaces contain all new electrical, telecommunications, HVAC, steel stud framing, gypsum board, and finishes. Occupancy of the first three floors had to be maintain during construction and City Enterprise Inc. was able to complete construction with minimal disruptions to every day activates. Project finish on time and within budget. Building owner was pleased with the final construction product. Please contact Robert Westhelle at 207-438-4433 or Robert.westhelle@navy.mil with any questions.

Management Plan

Organization

City Enterprise Inc. is an Economically Disadvantaged Minority Woman Owned Small Business (EDWOSB) that has been accepted into the SBA 8(a) Business Development Program, as of 14 May 2010. Founded in 2006 by Wonderlyn Murphy, sole Owner and Principal, City Enterprise Inc. (CEI) has grown into a multi-faceted General Contractor concentrating in DOD and Federal Government contracts in New England and New York State. A full company profile is continuously updated on the SAM site and also the company web site: www.cityenterpriseinc.com. Since acceptance into the SBA 8(a) small business development program in May of 2010, CEI has been awarded more than One Hundred (100) government contracts. The State of Massachusetts' Division of Capital Asset Management and Maintenance has recognized City Enterprise Inc. and issued a Prime/General Certificate of Contractor Eligibility to CEI. City Enterprise Inc. has been awarded the Affiliated Chambers of Commerce of Greater Springfield, Inc.'s (ACCGS) 2014 and 2015 Super 60 Award for Revenue Growth.

The majority of CEI's Federal contracts have been awarded as part of Multiple Construction Job Order Contracts (MCJOC) or Indefinite Delivery Indefinite Quantity contracts (IDIQ). Currently CEI holds a Multiple Award Task Order Contract (MATOC) with the Rhode Island National Guard; MCJOC contracts at: Submarine Base New London in Groton, CT, N40085-12-D-9131, Naval Station Newport, Newport RI, N40085-12-D-9132, and Portsmouth Naval Shipyard, Kittery, ME N40085-14-D-0007. In addition, CEI has an IDIQ Commercial Building Interior Alteration Construction Contract for PWD ME Area of Responsibility (CT, MA, ME, NH, NY, VT & RI) N40085-14-D-0055. CEI has also completed four (4) Task Order contracts, all part of the PNSY IDIQ Contract for NAVFAC, at the NOSC facility in the Bronx, NYC totaling \$3,245,555.

CEI has performed and successfully completed individual contracts for the GSA, including two (2) historic restoration projects: one a Design/Build for the \$1,509,686 Masonry Repair & Restoration of Masonry at the Donohue US Courthouse and Federal Office Building in Worcester, MA; and the other was a restoration of the oldest active Federal Courtroom in the Eastern US at the LEE Courthouse in New Haven, CT for the sum of \$708,683. CEI has also completed projects for the U.S.A.C.E., the U.S. Coast Guard, and the U.S. Air Force, which included the \$670,602 Design/Build Entomology Lab Renovation at Hanscom A.F.B.

Wonderlyn Murphy, CEI President, has grown and structured CEI Management around a core of very experienced, knowledgeable, highly professional Construction Project Managers and Estimators. The Office Manager brings years of experience administering Federal construction projects and is intimately familiar with the procedures, forms and protocols of U.S. Government procurement and the FAR. CEI employees a system of checks and balances for the purchase of materials and equipment. All material, equipment, subcontractor, and Contract costs and billings are tracked and managed through the use of an advanced and complex construction oriented Accounting software system. Project expense, job costing, payroll, and General Ledger activity is all tracked through this system by the Office Manager and the company President.

Weekly Project Manager and Accounting status meetings are held between the President, Office Manager, Contracts Administrator and all Project Managers. Project progress status and accounting status is reviewed for each and every current active project at these weekly meetings. Project Staffing is reviewed and adherence to or improvement of each Projects Progress Schedule is stressed. Allocation of Company resources and assets are reviewed and targeted where needed for optimum results.

All CEI QC personnel, as well as Project Managers, are CQC Management trained and certified. Three full time highly experienced Project Managers provide construction contract administration and management for projects from the bidding/proposal stage through construction and Close-out. The PM area of responsibility is based on geographic distribution of our projects: one area is ME, NH and VT; a second area consists of southern CT, RI and the New York City area; and the third is comprised of MA, Northern CT and the balance of NY State. On site project management and supervision is provided by a core of four (4) very experienced Project Superintendents, supplemented and supported, when and as required, by highly skilled Foremen and lead Carpenters. All on site supervisory construction personnel have their 30 hour OSHA training certificates, First Aid and CPR Certified. On-Site supervisors also have additional certificates of completion and training in various disciplines including: excavation, trench excavation, and scaffolding, Site Safety Assessment, Lead in Construction, Confined Space Training and Hazardous Materials Awareness training. To insure that the City Enterprise Quality Control Plan requirements are followed and executed throughout the construction process, CEI has two (2) full time dedicated Quality Control Managers.

Each Project Manager has the skill and knowledge to provide both detailed cost estimates and manage project from start to finish. Each Project Manager has experience with most branches of the Department of Defense as well as other Federal Agencies, including the US Army, US Navy, US Air Force, US Coast Guard, U.S.A.C.E., General Services Administration, Department of Transportation, and the F.A.A. All Project Managers have years of experience with Federal construction requirements, regulations, administrative and

F.A.R. requirements. All have excellent communicative skills and are very computer literate skilled in Excel, Word, and MS Project as well as many other applications and programs.

The core of Project Managers receives administrative support from the Office manager and CEI's Contracts Administrator (CA). Our CA has years of experience in General Construction concentrating in work with various Federal Agencies and has had experience with and is very knowledgeable in all the Federal forms and documentation that are required in Federal Construction. Highly skilled in computer use, the CA provides invaluable assistance and support to our Project Managers and Superintendents.

In addition to a rich compliment of skilled personnel, CEI also has two (2) Wide Format Plan Printers, each capable of printing as well as scanning full size construction drawings, two (2) high speed copy machines, a fleet of construction support vehicles, construction support equipment including negative air machines, HEPA vacuums, scaffolding, temporary fencing, trash carts and trash chutes, hands tools, traffic, both vehicular and pedestrian, control barriers, ladders and miscellaneous safety equipment.

Subcontractor Control

CEI is currently in the process of construction projects in the states of ME, CT, RI, NY and MA. A deep pool of skilled, responsive and highly professional subcontractors, all with extensive experience with federal construction projects and their associated administrative requirements, has been developed and established. The core of these subcontractors includes Electricians, Data specialists, Mechanical and Controls contractors, Masons, and various Finish contractors from throughout New England and NY State. All are chosen and awarded subcontracts based on their past performance, responsiveness, professionalism, depth of staffing and adherence to and knowledge of Federal construction contractual requirements and protocols.

Communication and preparation are the basic tools for managing and maintaining an aggressive project schedule as well as subcontractor control. Subcontractors are provided with schedules showing construction milestones, required submittals dates, and on-site performance dates. Major subcontractors are all required and expected to attend and participate in weekly project meetings. Meeting Minutes & Agenda will be published and distributed 24 hours prior to the next weekly meeting. The Agenda will include a listing of Participants, Contract Completion Date, days remaining for Contract completion, Modifications, list of RFIs and their disposition, Progress of Work, issues,

All subcontractors, as well as the Government Management Team, receive Two-Week Look Ahead schedules from CEI that provide an in depth activity schedule for the current period as well as expected activity for the following two (2) week period. The schedule would show:

- (1) Any and all required Outages or Notifications for that three week period,
- (2) Show material delivery dates
- (3) Show required/mandatory Preparatory dates and times
- (4) Definable Feature of Work start and completion dates
- (5) Pertinent RFI status updates, and any other items directly related to or impacting the projected work for that three week period.
- (6) Status of any discipline working on-site during the Look Ahead period and their planned activity for the Look Ahead period covered.

A key factor to proper control and flow of work is the Preparatory Meeting that will be scheduled and held with every subcontractor prior to the start of their particular trade on site. The Prep meeting, organized and managed by CEI's On-Site QC Manager, will be held at least two ((2) days prior to their scheduled start and will include attendance by the subcontractors trades people as well as their PM team. A full review of the approved submittals, as well as the means and methods for executing the work will be reviewed. The review will include a step by step examination of the schedule Work, the Activity Hazard Analysis (AHA) for the Work, and how the Work will be addressed and executed. The need for and the status of any "Hot Work" permits, utility Outages, User or Owner notices or communications, work access protocols, status of access permits, materials delivery will be reviewed, confirmed and finalized. Safety procedures and protocols will all be reviewed and confirmed. Back-up plans will be reviewed to insure that Work can be pursued even if circumstances happen to change during execution.

The review of Safety procedures will be based on the most current edition of the EM385 Safety Manual and OSHA 29 CFR 1926 guidelines and requirements. Each project/contract will have a designated SSHO, Site Safety and Health Officer, whose authority will come from CEI's President directly, and that authority will include the ability to stop all work and shut the job down until any and all Safety concerns are addressed. The SSHO will review all Safety requirements and concerns with each subcontractor at the Preparatory Meeting to insure that all parties are aware of and observe all Safety steps for any Definable Feature of Work (DFOW) prior to the start of that DFOW.

Task Order Management Plan

As described above, upon award of this IDIQ, Task Orders would be assigned to Project Managers initially based on project geographic location. A dedicated QC Manager will be assigned, a full-time dedicated Superintendent will be assigned and subcontractors will be selected.

Weekly CEI in-house management meetings will review the status and progress of each IDIQ Task Order and appropriate actions will be planned and taken to insure a high level of Quality and Production at each and every IDIQ project. Each Task Order site will be visited and evaluated personally by CEI's President on a weekly basis. A meeting will then be held with each T.O. Project Manager, QC Manager, Superintendent as well as pertinent subcontractor(s). At a minimum, the projects Progress Schedule and 3 Week Look Ahead will be reviewed as well as any outstanding issues or questions. These individual T.O. review meetings will be held in addition to CEI's general weekly progress and scheduling meeting.

Self-Performance Capabilities

CEI will typically self-perform a number of construction activities during the course of a typical project. A skilled labor and carpenter workforce allows CEI to Self-Perform demolition, concrete, carpentry, both rough and finish, caulking and sealants, siding, minor masonry, gypsum drywall, and painting in-house. The degree and scope of self-performance is reviewed individually for each specific project, and based on current overall project requirements and discipline scope, the extent of Self-Performance for a particular project is established. CEI maintains and preserves a skilled core of craftsmen and continually strives to develop and sustain that core and works to insure that self-performance standards are maintained at a continuously high level.

Through the self-performance of key activities, CEI is able to exert and maintain significantly better progress and quality control in the field. In addition to a finer level of control, this self-performance also allows CEI to address changes in the work more efficiently and quickly. If an Owner generated Modification is approved, CEI can typically address, pursue, and complete the Modification without adversely affecting the progress of a particular subcontractor or of the project's progress in general.

Safety Record

City Enterprise Inc. (CEI) is fully committed to providing and upgrading the Safety of all its operation whether in the field, in the office, or on the road. In the past three years City Enterprise Inc.'s (DART) rate is zero. We strive to uphold the construction industries high standards for safety. CEI works actively and diligently to exceed industry safety standards as well as OSHA and EM 385 standards and guidelines. Our OSHA DART rate is a reflection of this dedication and our continued focus on safety. Please see attached OSHA 300A forms below.

City Enterprise Inc. is committed to providing a safe and healthy work environment for its employees. We comply with all applicable environmental, safety and health laws, regulations and standards in all of our business activities. Our safety practices, procedures and Safety Plan are reviewed and updated regularly. To maintain a safe work environment, City Enterprise Inc. has established a Corporate Health and Safety Program to promote the following objectives:

- Reduce the risk of injury, illness, and loss of life to our employees.
- Maintain compliance with federal, state, and other applicable safety regulations; and City Enterprise Inc. employees' work exposure to potential physical, chemical, biological, and radiological hazards.
- City Enterprise Inc. utilizes the EM 385-1-1 2014 Version, as well as 29 CFR 1926 OSHA Construction Industry Regulations as a basis for our Accident Prevention Plan and Corporate Safety Plan. It is standard company procedure to insure a copy of the EM 385-1-1 is ALWAYS maintained on-site for reference by any and all employees.
- City Enterprise Inc. holds an annual Safety meeting and Company Safety Policy refresher for all employees. Company safety procedures and practices are reviewed and discussed. All required Daily Report, QC Report, Accident Report Forms and required job postings are reviewed. Updates are made and changes, based on the most current information or company experience is applied to the Safety Plan.
- City Enterprise Inc maintains a standard of 10 hour OSHA training as an absolute minimum and is actively providing for 30 hour training to employees that do not have this Certification. It is City Enterprise's goal that ALL employees have a minimum 30 hour OSHA training certificate.
- CPR and First Aid training is open to and being arranged for all employees. Re-certification for those already certified, but approaching certificate expiration is also actively pursued.
- Regardless of the project size or scope weekly Tool Box Safety Meetings are held to help focus everyone's attention to Safety and to review various safety procedures and practices.
- Specialized training such as HAZWOPER, scaffolding, hoisting, and Lead in Construction are instituted on an as required basis. It is City Enterprise Inc.'s intent that all field employees receive this specialized certification.

Please see below City Enterprise's OSHA 300A for 2016.

Summary of Work-Related Injuries and Illnesses



Year 20 16

U.S. Department of Labor
Occupational Safety and Health Administration
Form approved OMB no. 1218-0176

All establishments covered by Part 1904 must complete this Summary page, even if no work-related injuries or illnesses occurred during the year. Remember to review the Log to verify that the entries are complete and accurate before completing this summary.

Using the Log, count the individual entries you made for each category. Then write the totals below, making sure you've added the entries from every page of the Log. If you had no cases, write "0."

Employees, former employees, and their representatives have the right to review the OSHA Form 300 in its entirety. They also have limited access to the OSHA Form 301 or its equivalent. See 29 CFR Part 1904.35, in OSHA's recordkeeping rule, for further details on the access provisions for these forms.

Number of Cases

Total number of deaths	Total number of cases with days away from work	Total number of cases with job transfer or restriction	Total number of other recordable cases
0 (G)	0 (H)	0 (I)	0 (J)

Number of Days

Total number of days away from work

0 (K) _____ (L)

Total number of days of job transfer or restriction

0 (L)

Injury and Illness Types

Total number of ... (M)

(1) Injuries	0	(4) Poisonings	0
(2) Skin disorders	0	(5) Hearing loss	0
(3) Respiratory conditions	0	(6) All other illnesses	0

Post this Summary page from February 1 to April 30 of the year following the year covered by the form.

Public reporting burden for this collection of information is estimated to average 58 minutes per response, including time to review the instructions, search and gather the data needed, and complete and review the collection of information. Persons are not required to respond to the collection of information unless it displays a currently valid OMB control number. If you have any comments about these estimates or any other aspect of this data collection, contact: US Department of Labor, OSHA Office of Statistical Analysis, Room N-3644, 200 Constitution Avenue, NW, Washington, DC 20210. Do not send the completed forms to this office.

Establishment information

Your establishment name City Enterprise, Inc.

Street 52-60 Berkshire Ave

City Springfield State MA ZIP 01104

Industry description (e.g., Manufacture of motor truck trailers)

Standard Industrial Classification (SIC), if known (e.g., 3715)

OR _____

North American Industrial Classification (NAICS), if known (e.g., 336212)

236220

Employment information (If you don't have these figures, see the Worksheet on the back of this page to estimate.)

Annual average number of employees 14

Total hours worked by all employees last year 22,764

Sign here

Knowingly falsifying this document may result in a fine.

I certify that I have examined this document and that to the best of my knowledge the entries are true, accurate, and complete.

Rowdy M. V. Resident
Company executive
413-286-9549 / 12/2017
Phone Date

EXHIBIT C



U.S. SMALL BUSINESS ADMINISTRATION
WASHINGTON, D.C. 20416

May 14, 2010

Wonderlyn Murphy, President
City Enterprise, Inc.
192 Ambrose Street
Springfield, MA 01109

Dear Ms. Murphy:

Congratulations! Your firm has been certified as a Participant in the U.S. Small Business Administration's (SBA) 8(a) Business Development Program. Your nine (9) year program term begins on the date of this letter.

During participation in the 8(a) Business Development Program, you will receive business development assistance from an assigned Business Development Specialist in the Massachusetts District Office located at 10 Causeway Street, Room 265, Boston, MA 02222. The phone number is (617) 565-5562. The District Office will also be able to provide you with information on the 8(a) Certification and its benefits.

Your firm will become eligible to receive 8(a) Business Development contracts after you submit a business plan using SBA Form 1010C and receive SBA's approval of the plan. We are sending a copy of this certification letter to the SBA Massachusetts District Office. That office will send you the business plan form.

SBA requires that the 8(a) participant's President or Chief Executive Officer sign a Participation Agreement to show that he or she understands the conditions of 8(a) program participation. Please read the Agreement carefully, sign and date one copy and return it to the SBA Massachusetts District Office at the address shown in the third paragraph above. The second copy is for your records.

Even though your firm's approved North American Industry Classification System (NAICS) Code is 236220, your firm may be awarded contracts under other NAICS Codes, as long as your firm is qualified to perform the required service or task. In this regard, please note that

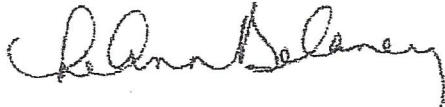
contracts awarded under 8(a) Business Development Program authority generally result from the self-marketing efforts of participating firms. While your firm's acceptance into the 8(a) Business Development program is not a guarantee of contract support, SBA will make every effort to assist you in your marketing efforts.

During your participation in the 8(a) Business Development Program, I encourage you to take advantage of the Mentor-Protégé Program, the Federal Surplus Property Program and the extensive management and technical training available to you. Your local SBA District Office can provide additional information on these programs.

You should consider setting up a merchant account with a credit card company which will give you the ability to accept credit card orders for your goods and services from over 1,000 Federal buying offices.

I welcome you as an 8(a) Business Development Program participant and wish you every possible success.

Sincerely,

A handwritten signature in cursive script that reads "LeAnn Delaney". The signature is written in dark ink and is positioned above the typed name.

LeAnn Delaney
Acting Associate Administrator
for Business Development

EXHIBIT C

Phillips Insurance Agency, Inc.

97 Center Street, Chicopee, Massachusetts 01013 Tel.: 413-594-5984 Fax: 413-592-1142
Internet: phillipsinsurance.com E-mail: Bonds@phillipsinsurance.com



est. 1953

November 20, 2017

RE: **City Enterprise, Inc.**

Whom It May Concern: _____

Please be advised that the North American Specialty Insurance Company is the surety on behalf of City Enterprise, Inc. At the present time, North American Specialty Insurance Company is willing to support City Enterprise, Inc. on projects up to \$6,000,000 with an aggregate program of \$12,000,000. This line is subject to underwriting considerations at the time of the bid, including review of bond forms, contract terms and conditions etc.

If you have any questions please do not hesitate to call.

Sincerely,

A handwritten signature in black ink, appearing to read 'J. Phillips', written over a horizontal line.

Joseph M. Phillips
Attorney-In-Fact

Insurance & Bonds

NAS SURETY GROUP

NORTH AMERICAN SPECIALTY INSURANCE COMPANY
WASHINGTON INTERNATIONAL INSURANCE COMPANY

GENERAL POWER OF ATTORNEY

KNOW ALL MEN BY THESE PRESENTS, THAT North American Specialty Insurance Company, a corporation duly organized and existing under laws of the State of New Hampshire, and having its principal office in the City of Manchester, New Hampshire, and Washington International Insurance Company, a corporation organized and existing under the laws of the State of New Hampshire and having its principal office in the City of Schaumburg, Illinois, each does hereby make, constitute and appoint:

MARIA GADZIALA, JOCELYN DOUGLAS

and JOSEPH PHILLIPS

JOINTLY OR SEVERALLY

Its true and lawful Attorney(s)-in-Fact, to make, execute, seal and deliver, for and on its behalf and as its act and deed, bonds or other writings obligatory in the nature of a bond on behalf of each of said Companies, as surety, on contracts of suretyship as are or may be required or permitted by law, regulation, contract or otherwise, provided that no bond or undertaking or contract or suretyship executed under this authority shall exceed the amount of: FIFTY MILLION (\$50,000,000.00) DOLLARS

This Power of Attorney is granted and is signed by facsimile under and by the authority of the following Resolutions adopted by the Boards of Directors of both North American Specialty Insurance Company and Washington International Insurance Company at meetings duly called and held on the 9th of May, 2012:

"RESOLVED, that any two of the Presidents, any Managing Director, any Senior Vice President, any Vice President, any Assistant Vice President, the Secretary or any Assistant Secretary be, and each or any of them hereby is authorized to execute a Power of Attorney qualifying the attorney named in the given Power of Attorney to execute on behalf of the Company bonds, undertakings and all contracts of surety, and that each or any of them hereby is authorized to attest to the execution of any such Power of Attorney and to attach therein the seal of the Company; and it is

FURTHER RESOLVED, that the signature of such officers and the seal of the Company may be affixed to any such Power of Attorney or to any certificate relating thereto by facsimile, and any such Power of Attorney or certificate bearing such facsimile signatures or facsimile seal shall be binding upon the Company when so affixed and in the future with regard to any bond, undertaking or contract of surety to which it is attached."



By [Signature] Steven P. Anderson, Senior Vice President of Washington International Insurance Company & Senior Vice President of North American Specialty Insurance Company



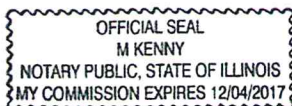
By [Signature] Michael A. Ito, Senior Vice President of Washington International Insurance Company & Senior Vice President of North American Specialty Insurance Company

IN WITNESS WHEREOF, North American Specialty Insurance Company and Washington International Insurance Company have caused their official seals to be hereunto affixed, and these presents to be signed by their authorized officers this 8th day of September, 2015.

North American Specialty Insurance Company
Washington International Insurance Company

State of Illinois
County of Cook SS:

On this 8th day of September, 2015, before me, a Notary Public personally appeared Steven P. Anderson, Senior Vice President of Washington International Insurance Company and Senior Vice President of North American Specialty Insurance Company and Michael A. Ito, Senior Vice President of Washington International Insurance Company and Senior Vice President of North American Specialty Insurance Company, personally known to me, who being by me duly sworn, acknowledged that they signed the above Power of Attorney as officers of and acknowledged said instrument to be the voluntary act and deed of their respective companies.



[Signature] M. Kenny, Notary Public

I, Jeffrey Goldberg, the duly elected Assistant Secretary of North American Specialty Insurance Company and Washington International Insurance Company, do hereby certify that the above and foregoing is a true and correct copy of a Power of Attorney given by said North American Specialty Insurance Company and Washington International Insurance Company, which is still in full force and effect.

IN WITNESS WHEREOF, I have set my hand and affixed the seals of the Companies this 20 day of November, 2017.

[Signature] Jeffrey Goldberg, Vice President & Assistant Secretary of Washington International Insurance Company & North American Specialty Insurance Company

EXHIBIT D



Cell: 413-348-4948

wonda@cityenterpriseinc.com

Wonderlyn Murphy

Summary: Possesses excellent leadership qualities with her support team of management, and employees. Demonstrates ability to research relevant project solicitation opportunities, negotiates contracts, prepares scheduling for project expedition, and executes positive communication with her staff each week during their "Two Week Look Ahead Management Meetings" to ensure quality workmanship, customer satisfaction, and project completion within the contract requirements.

Experience: 2004 to Present **City Enterprise, Inc.**

Position: *President/CEO*

- Research developable properties, and communicate with all necessary parties for purchase of property.
- Prepares all drawings to ensure property is developed to proper standards.
- Communicates with municipalities to ensure licenses and permits are in place.
- Contacts all necessary trades to erect structures.
- Negotiates all costs for project budget.
- Analyzes all project under/overages.
- Manages and implement all necessary changes in the field as needed.
- Manages all on sight progress.
- Communicates and meet with all municipal inspectors to ensure solid construction.
- Ensures all communication with attorney and buyers agents.
- Follows through with all inspections with regard to trades people.
- Manages all Accounts Payable and Receivable.

2003 to 2009

Hampden County Sheriff's Department
Western MA Correctional Alcohol Center

Position: *Correctional Officer/Springfield, MA*

- Responsible for the direct care, custody and supervision of inmates in the correctional facility.
- Performed custodial and rehabilitative duties in a wide variety of assigned posts on a part time basis.
- Noted, investigated and reported both verbally and written, any suspicious activities.
- Supervised inmate visits and censored mail.
- Escorted and transported inmates under restraint, and authorized the movement of inmates within a correctional facility.
- Developed working relationships with inmates, resolved conflicts between or amongst inmates.
- Worked with inmates who may be emotionally unstable, mentally challenged or possessed assaultive tendencies.
- Managed inmates on movement, behavior, and accountability through strong interpersonal skills.



Wonderlyn Murphy

Cell: 413-348-4948

wonda@cityenterpriseinc.com

1996 to 2003

**Massachusetts Water Resources Authority
Boston, MA**

Position: *Contract Administration Manager*

- Developed policies and procedures for the divisions, tracking, administration, and management of professional design and construction contracts.
- Directed the development of automated data systems for the contracts and procurement tracking.
- Contract reporting and change order management.
- Assisted division directors with project issues.
- Met with necessary parties to ensure continuous flow of projects.
- Analyzed contract administration data and issued monthly financial reports; assisted in capital program budgeting.
- Supervised the departments monthly accrual process.

Specialized Training:

Licensed Construction Supervisor #CS097384

Annually

CPR Certification

Annually

First Aid Certification

Education:

1995

Master of Science, Management
Cambridge College, Cambridge, MA

1993

Architectural Design and Technology
Wentworth Institute of technology, Boston, MA

1992

Independent Studies Program Process Management and Theory
Harvard Graduate School of Design, Cambridge, MA



Cell: 413-575-6766

peter@cityenterpriseinc.com

Peter A. Jaskievic, LEED AP

Summary: Seasoned General Manager, and Senior Project Manager with 30 years of vertical and horizontal construction estimating experience specialized in public, municipal, state, and federal projects.

Experience: 2010 to Present **City Enterprise, Inc.**

Position: *General Manager, Estimator and Project Manager*

- Preparation of proposals including detailed labor & material takeoffs. Vendor and subcontractor solicitations.
- Total contract administration and coordination from Notice of Award up to and including contract completion and close-out.
- Designed, submitted and Administered Safety Programs and Accident Prevention Plans, Inspected Job Sites for Safety and enforcement of Site Safety Plans, APPs and AHAs
- Interface with the Owner and project Architect/engineer to insure proper project coordination and smooth flow of information.
- Award and administration of subcontracts and purchase agreements. Tracking contract costs and authorization of payment disbursements.
- Supervise construction project schedules as well as scheduling equipment and labor on various projects.
- Anticipate and resolve contractual and construction issues prior to adverse Contract impact.
- Prepare, negotiate and administer contract modifications.
- Nurtured and developed excellent working relationships with area Architects and Engineers.
- Expert in Federal procurement concentrating in SBA 8(a) Set-Asides and contract negotiations.
- Detailed working knowledge of the FAR.

2005 to 2010

Classic Site Solutions, Inc.

Position: *Senior Estimator/Project Manager*

- Prepared proposals including detailed labor & material takeoffs, vendor and subcontractor solicitations.
- Total contract administration and coordination from Notice of Award up to and including contract completion and close out.
- Designed, submitted and Administered Safety Programs and Accident Prevention Plans, Inspected Job Sites for Safety and enforcement of Site Safety Plans, APPs and AHAs
- Interfaced with the Owner and Project Architect/Engineer to insure proper project coordination and smooth flow of information.
- Awarded and administered subcontracts and purchase agreements. Tracked contract costs and authorized payment disbursement.
- Supervised construction project schedules as well as scheduled Classic's equipment and labor on various projects.
- Anticipated and resolved contractual and construction issues prior to adverse Contract impact. Prepared, negotiated and administered contract modifications.
- Nurtured and developed excellent working relationships with area Architects and Engineers.
- Expert in federal Procurement concentrating in SBA 8(a) Set-Asides and contract negotiations.



Cell: 413-575-6766

peter@cityenterpriseinc.com

Peter A. Jaskievic, LEED AP

- Detailed working knowledge of the FAR
- Major Projects included:
 - Restore Saugus River Turning Basin, Saugus, MA - \$2.8 Million
 - Re-roof Ribicoff U.S. Courthouse, Hartford, CT - \$2.1 Million
 - M/R.A Building 1875, Westover ARB, Chicopee, MA - \$1.7 Million
 - Renovate Interior space-Logan Airport, Boston, MA - \$1.6 Million
 - Design/Build Addition to U.S.C.G. Station, New Haven, CT- \$1.6 Million

Specialized Training:

- U.S. Green Building Council LEED Accredited Professional
- Massachusetts Construction Supervisor License #CS-036369
- Notary Public (Commission expires January 25, 2019)
- U.S. Army Corps of Engineers Contractor Quality Control Certification
- Experience with Microsoft Project & Primavera SureTrac Project Scheduling Program
- Completion MC2 Construction Estimating Course
- Computer literate with experience using MC2, Lotus, and Excel spreadsheets, Microsoft Work, Word Perfect word processing program, Timberline Construction
- Accounting and Promotion Construction accounting Software.
- 10 Hour OSHA Certification
- First Aid Certification
- CPR Certification

Education:

Bachelor Degree of Science - Zoology
University of Massachusetts, Amherst, MA



Kevin Colby

Cell: 413-505-9317

kevin@cityenterpriseinc.com

Summary: Highly motivated individual with excellent work ethics and professional quality workmanship. Has demonstrated exceptional work both as a carpenter and as a Superintendent, but his qualifications also include estimating, project safety officer, purchasing and material control, daily construction coordinating and scheduling and Project Management.

Experience: 2013 - Present

City Enterprise, Inc.

Position: *Project Manager/Project Superintendent*

- Developing of project plans, and project schedules.
- Manages subcontractors, quality control, and implementing safety plans.
- Manages purchasing and materials according to the project budget.
- Site Safety & Health Officer implementing OSHA and EM385-1-1 Requirements
- Quality Control Manager implementing 3 phases of control
- Creating, revising, and implementing project administrative plans in the field
- Daily Site inspections and documentation
- Coordinate project specific requirements for various military installments

2007 to 2013

Evergreen Construction

Position: *Carpenter Foreman/Project Superintendent
Quality Control Manager/SSHO*

- Performed administrative duties as well as a supervisory role on State and Federal Projects.
- Provided technical support for contract negotiations.
- Communicated with architects and building officials of project from site work to completion of the project.
- Manages subcontractors, quality control, and implemented safety plans.
- Developed and implemented project safety plans and job hazard analysis.
- Implemented project required quality control. Created punch lists items for repairs.

2001 to 2007

KC Construction

Position: *Owner/Quality Control Manager/SSHO*

- Interior and Exterior Residential Home Improvements.
- Prepared written estimates and negotiated proposals of work.
- Coordinated purchasing of all materials and scheduling.
- Quality Control Manager
- Subcontractor coordinator

Corporate Office: 52-60 Berkshire Avenue, Springfield, MA 01109
Satellite Office: 1975 E Sunset Boulevard Suite 517, Fort Lauderdale, FL 33304
Telephone: 413-726-9549 Fax: 413-726-9570
www.cityenterpriseinc.com



Kevin Colby

Cell: 413-505-9317

kevin@cityenterpriseinc.com

1996 to 2001

Rainbow Contractors

Position: *Working Foreman/General Carpenter*

- General construction company performing residential roof replacement, siding, and additions.

Specialized Training:

Mass Construction Supervisor License Unrestricted # CS-111514
10 Hour OSHA Training; Occupational Safety and Health Administration
30 Hour OSHA Training; Occupational Safety and Health Administration
Construction Quality Control Management Certification; USACE
Scaffolding Safety for the Competent Person; eTraining
Confined Space Supervisor Course; eTraining
Suspended Access & Rigging Safety for the Competent Person; Spider
First Aid/CPR/AED Certified; ProTrainings
OSHA Bloodborne Pathogens Training Certificate; 360 Training
OSHA 7101 Basic Electricity Certificate; 360 Training
OSHA 7102 Properties of AC Circuits Certificate; 360 Training
OSHA 7103 Power and Power Factors Certificate; 360 Training
OSHA 7104 Three Phase Systems Certificate; 360 Training
24 Hour Fall Protection Competent Person Training; United Alliance

Education:

Machinist

Smith Vocational High School



Cell: 413-348-6126

neil@cityenterpriseinc.com

Neil Pouliot

Summary: Highly motivated individual with excellent work ethics and proficient with Autodesk AutoCAD and AutoCAD Architecture, 2009, Autodesk Architectural Desktop and 3DS Studio Max and Microsoft Office Suite. Mechanical experience includes construction, automotive and machine operation.

Experience: **City Enterprise, Inc.**

Sept. 2015 to Current

Position: *Contract Administrative Support*

- Searches Government Bid Engines to locate upcoming Government Projects.
- Attends Walk-Throughs for upcoming Bids and takes Photos and Notes.
- Assists Project Managers with APP and CQC Plans.
- Assists Project Managers with estimating new projects.
- Purchases materials from vendors according to the project budget.

Friendly's Ice Cream -Westfield, MA

Feb. 2015 to Sept. 2015

Position: *General Manager*

Nov. 2014 to Feb. 2015

Assistant General Manager

- Interview possible candidates and hiring. Coach and develop Managers.
- Process weekly payroll.
- Generate P & L review.
- Assist in meeting budget targets.
- Lead weekly inventory control, financial and labor reports.
- Generate sales forecast and weekly schedules for restaurant.
- Manage day to day operations.

Feb. 2015 to Sept. 2015

Position: *Guest Experience Manager*

- Develop weekly product orders for delivery.
- Lead weekly inventory control, financial & labor reports.
- Generate sales forecast & weekly schedules for restaurant.
- Participate in new staff hiring process and orientation.
- Manage up to 20 employees per shift.
- Communicate financial information to District Manager.
- Resolve customer service issues.
- Develop understanding & experience of various restaurant positions.



Cell: 413-348-6126

Neil Pouliot

neil@cityenterpriseinc.com

Feb. 2006 to Feb. 2007

Position: *Cook*

- Develop preparation sheets detailing quantities of various food items.
- Cook and prepare menu items.
- Meet company time standards and quality presentation expectations.
- Receive deliveries and process stock.

Apr. 2005 to Feb. 2006

Position: *Customer Service Representative*

- Greet guests upon entering restaurant.
- Process orders at fountain counter.
- Prepare and deliver orders.
- Process payments.

Summer of 2001 & 2005

Stenor Tool Company

Position: *Machine Operator*

- Operate various machinery including the chop saw and broach.
- Manufacture wood boring drills (assembly and packaging).
- Participate in shipping and receiving.

Education: ***Bachelor of Science in Architectural Building/Engineering Technology***
September 2009
New England Institute of Technology - Warwick, RI

Associates Degree in Science: Architectural Building/Engineering Technology
March 2008
New England Institute of Technology - Warwick, RI

Specialized Training:

Construction Quality Management Course
U.S. Army Corps of Engineers
Concord, MA

08-Sep-16