

# Company Profile



## C & M Contractors, Inc.

### Principals

Melinda L. Vaughn  
Charlie D Bass

### Main Office Address

PO Box 247  
Doniphan, Mo. 63935

### Phone

(573)996-3113

### Website

[www.candmcontractors.com](http://www.candmcontractors.com)

### Mission Statement

Good Better Best,  
Never let it rest,  
Until your good is better,  
And your better best



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## **Attachments**

USACE Mississippi Valley Division Safety Award  
CCASS Evaluations  
US SBA Certification Letter

## **Letters of Recommendation**

Progressive Constructors, Inc.  
Eagle Wings Construction, LLC  
J.W. Githens Company

Client References



# FIRM OVERVIEW-----

## C&M Contractors - Firm Overview

<b>Company</b>	C & M Contractors, Inc.		
<b>Address</b>	Main Office: P.O. Box 247, Doniphan, Mo. 63935 - HC 6 Box 286, Doniphan, Mo. 63935		
<b>Phone</b>	(573)996-3113	Fax: (573)996-3883	
<b>Website</b>	<a href="http://www.candmcontractors.com">www.candmcontractors.com</a>		
<b>Company Titles   Contact Information</b>	Melinda Vaughn, President   Cell: (870)919-2902   Email: melindavaughn@windstream.net		
	Charlie Bass, Secretary and Treasurer   Cell:(870)919-2277   Email: charliebass@windstream.net		
<b>Date Founded</b>	August 11, 1995		
<b>Legal Form</b>	Corporation Registered in State of Missouri	Corporate Registration	415041
<b>Company Programs</b>	Safety, Substance Abuse, USACE CQM Training		
<b>Scope of Service</b>	General Contracting firm offering construction related services, specializing in excavation, concrete flatwork, sidewalks, curb and gutters, box culverts, commercial site preparation, building repair and renovation, metal building construction, levee breach repair, and in 2013 C & M ventured into a new field of audio/visual communication technology. Quality is the key to all construction services that C&M Contractors provide. We accomplish this through our skilled workers and staff who are extensively trained in construction and project management.		
<b>Safety Information</b>	EMR: 0.91   2010 OSHA RIR: 0.00		
<b>Business Certifications</b>	SBA 8(a), HUBZone Certified Business, Small Business, Woman Owned Business		
<b>Industry Codes &amp; Numbers</b>	Duns Number: 94-506-7569 NAICS Codes: 212321,221310,221320,236220,237110,237120,237130,237210,237310,237990,238110,238120,238160,238210,238220,238910,238990,327390,334290,334310,484220,517911,517919,532412,541219,541330,541340,541370,541380,541420,541512,541513,541519,562910,811213		
<b>Liability Insurance</b>	\$1,000,000 per claim   \$2,000,000 aggregate limit		
<b>Bonding &amp; Insurance</b>	\$3,500,000 per project   \$12,000,000 aggregate limit		
	J.W.Terrill Insurance Contact: Mike Weidemeier 825 Maryville Centre Dr. Suite 200 Chesterfield, Mo. 63017 Phone: (314)594-2654		
<b>Banking</b>	Southern Bank Contact: Steve Burke (573)996-2166	Peoples Community Bank Bonnie Casteel (573)996-2114	

# SERVICES PROVIDED-----

## **C & M has a diverse range of capabilities to offer our clients**

### **1. Construction & Engineering**

### **2. Skill and Experience to self-perform the following construction discipline:**

- **Structural Concrete**
- **Structural Steel Erection**
- **Pre-Engineered Buildings**
- **Millwright Services**
- **Process Piping**
- **Parking Lots**
- **Deep Excavation and Shoring**
- **Boiler Installation**
- **Mass Excavation**
- **Electrical Work**
- **HVAC**
- **Plumbing**
- **Water Supply System**
- **All Types of Piling**
- **Soil Stabilization**
- **Chiller Installation**
- **Underground Utilities**
- **Raw Water Treatment Systems**
- **Waste Water Treatment Systems**
- **Large Flat Concrete**
- **Audio/ Visual**
- **Communications**



# STAFF CREDENTIALS

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## **Melinda L. Vaughn, President**

Melinda attended Three Rivers Community College on an academic scholarship and graduated in 1989 with an Associates Degree in Business Administration. She continued her education at Arkansas State University and in 1990, she received her B.S. Accounting degree with a 3.4 GPA. To help with the expenses of college, Melinda worked in the college program for the Arkansas Soil Conservation Service. Her position required both office and field work and this is where she became knowledgeable of soil types and surveying techniques, as well as the computer software necessary to compute modeling printouts showing pond locations and soil types. Working with contractors on these projects is where she was first introduced, and got interested in the construction industry. Melinda has always been known as a hard charger and finishing her college studies in three and a half years was not surprising to her family and friends. Getting the early start on the rest of the 1990 class was helpful considering the economy slowdown in 1990. After graduation her strong work ethic and stellar academic background enabled Melinda to land a job with Robertson Contractors, Inc, a large construction company in Southeast Missouri.

Working for Robertson Contractors allowed Melinda to put her accounting degree to use, and learn the details of the construction industry. Melinda excelled at applying the accounting and business principles she had learned in college to better manage and track the construction projects Robertson Contractors had her working on. She did many of the normal tasks typical of a young accountant such as: processing payroll and preparing quarterly tax reports, managing the accounts receivables and payables, preparing monthly financial statements and annual budgets, submitting W-2s and 1099s, handling insurance renewals and claims, as well as serving as the Equal Employment Opportunity Officer and preparing the annual audit documentation for the program. Additionally, Melinda organized all reporting for the U.S. Army Corp of Engineers projects such as material submittals and quality control plans. Her organizational skills and work ethic gained her glowing praise at Robertson Contractors, but what really set her apart from the average accountant were the innovative procedures and processes she put in place. Melinda developed an accounting system by utilizing Timberline accounting software. She utilized Lotus & WordPerfect to generate internal weekly labor and unit costing reports. She set up more efficient filing and reference systems and she created amortization schedules for all Robertson's long term debt. Melinda's hard work and success at Robertson Contractors opened the door for new opportunities, and in 1994 she left Robertson and joined Mediquik Healthcare. This job offered a new challenge and the chance to expand her accounting skills. Working at the corporate office she administered five medical clinics located throughout Arkansas. Melinda's time at Mediquik gave her a better understanding of the healthcare industry and how insurance and healthcare services effected small businesses. The clinics daily grind and always working inside made Melinda long to be back in the construction

# STAFF CREDENTIALS

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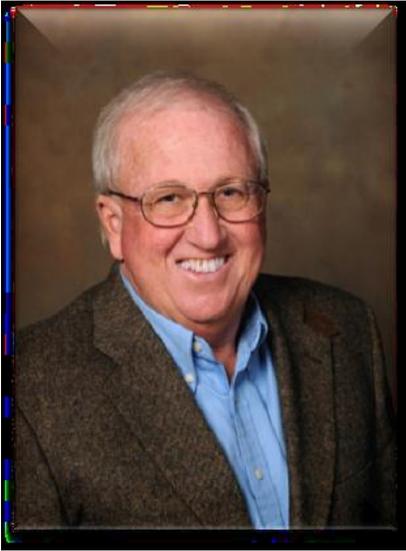
business. She formed C&M Contractors with Charlie Bass August 11, 1995 and immediately started organizing the office and finding projects to work on. Charlie knew that Melinda's skills would make a new company very successful so he continued full time at Robertson Contractors and he helped C&M in the evenings and on weekends. Melinda quickly had C&M registered as a Small Disadvantaged business for both the Missouri Department of Transportation (MoDOT) and Arkansas Highway & Transportation Department. Purchasing and renting equipment was one of Melinda's first tasks back in 1995 as well as arranging financing for the new company. Melinda's background and training perfectly prepared her to quickly get the office set up and all the processes running smoothly. Eight months after starting C&M Charlie had to join Melinda full time because they had several projects to manage. All the organizing and developing process Melinda put in place during her early years at Robertson Contractors came in extremely helpful as she started working to get C&M Contractors up and going. Moreover, her knowledge of insurance, healthcare, office procedures, and government contracting proved to be invaluable. It was a very exciting time for the Charlie and Melinda because each of their strong points made for a very potent team. Since that time C&M Contractors has continued to grow. They have added personnel and equipment and worked on projects in seven different states bringing in over \$27 million. They have completed jobs for clients as big as the U. S. Army Corps of Engineers, Ducks Unlimited, Wal-Mart, and MoDOT to as small as private driveways, local buildings, and Soil Conservation Service pond levees. From time to time Melinda gets pulled out into the field to help operate equipment or make sure the company meets a deadline, but she enjoys getting out and says, "As a small business owner I have to do

whatever it takes to get our projects done on time and under budget, plus I like working in the field as much as working in the office." Melinda has several professional and technical certifications that she still puts to use including: OSHA -10, Construction Quality Management, First Aid/CPR, and Erosion Control Certification. C&M Contractors was recently certified as an 8(a) minority owned business which opens up new opportunities for her to provide construction services to a much broader group of customers. She realizes it will keep her on the road more and in the field less, but Melinda is committed to spending time meeting the clients bidding the jobs, purchasing the equipment, hiring knowledgeable staff, identifying dependable contractors and working with Charlie to keep the entire operation going.



# STAFF CREDENTIALS

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## **Charles D. Bass, Secretary and Treasurer**

With his 42 years of construction contracting experience Charlie Bass brings a wealth of knowledge and know how to C&M Contractors. He started his career with the Missouri Department of Transportation in 1969 as a basic construction rodmen but he quickly rose through the ranks in MODOT. His ability to work well with contractors, co-workers, property owners and local officials had his services in high demand. Even in his early years Charlie possessed an uncanny ability to be able to look at any job and find ways to save time, money and manpower. He seemed to be able to look at the plans and study the terrain and just know what it would take to get that job done and he did all this in a way that kept everyone pulling in the same direction. During his fourteen years at MoDOT he learned the basics of construction inspections including earthwork, concrete, asphalt, bridges, pipes, and erosion control. He also learned how to survey and mark corridors, calculate grades for roadway and bridge construction; do asphalt gradations, and concrete gradations, as well as nuclear testing of dirt and asphalt. Before he left MoDot he was supervising and training men in all the above disciplines and had been

promoted to the top Construction Inspector for District 10.

As Charlie's reputation as an experienced, knowledgeable and easy to work with Senior MoDOT employee grew it wasn't long until Robertson Inc. asked him to join their company. They needed an experienced project manager who could manage multiple employees, estimate jobs, prepare work schedules, communicate with clients, ensure workplace safety and stay under budget. These were all things Charlie had excelled in while working for MoDOT.

After fourteen years with MoDOT Charlie made the leap and joined Robertson, Inc. His first three years he did all the basic tasks of any project manager. In the winter when work slowed down because of weather he was given the responsibility of training the other managers in project estimation, job costing, and government submittals. Once again, Charlie excelled at his work and when Robertson, Inc. decided to expand and split their company they asked Charlie to be the Secretary-Treasurer of Robertson Contractors, Inc. Charlie enjoyed the extra responsibility in his new position and found supervising and training his employees while completing projects on time and under budget was a very satisfying experience. In his new position he prepared excavation, bridge, and site work bids as well as conducting job cost and corporate financial analysis. He also negotiated all necessary change orders on projects and prepared submittals and pay estimates for government agencies. Directing the mobilization and demobilization of construction equipment was another of his duties along with ensuring all EEO and safety compliance requirements were met. Ordering and scheduling material shipments, preparing workday construction schedules and calculating grades for site work were additional responsibilities Charlie handled on numerous projects.

While working at Robertson Contractors, Inc., two events took place that indirectly led to

# STAFF CREDENTIALIALS

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the birth of C&M Contractors. First, Charlie realized that he enjoyed supervising personnel, and managing projects. Secondly, he met Melinda Vaughn who was a successful and organized young accountant at Robertson Contractors. He knew he had the experience, relationships, and knowhow to manage multiple projects on the front end and he knew Melinda had the business and accounting background to help make that company successful on the back end.

In 1995 they decided to team up and start C&M Contractors, Inc. What started out as a small contracting company with Charlie helping out on evenings and weekends while Melinda set up shop and started pursuing work has grown into a hugely successful business working on projects in seven different states bringing in over \$27 million to date. Over the years they have added some experienced personnel and purchased millions of dollars worth of new equipment in order to meet their customers' needs. They have completed jobs for clients as big as the U. S. Army Corps of Engineers, Ducks Unlimited, Wal-Mart, and MoDOT to as small as private driveways, local buildings, and Soil Conservation Service pond levees.

Looking back on the growth and success of C&M Contractors Charlie said, "Always striving to do our best on each project is what has brought success. Finding good employees, doing the job right the first time and working well with others has always been appreciated in the construction business. Melinda and I both strive to do our best each and every day." Charlie has several professional and technical certifications that he keeps up to date including: OSHA -30, Quality Control Management, and Erosion Control Certification

C&M Contractors was recently certified as an 8(a) minority owned business which opens up new opportunities for Charlie to provide construction services to a much broader group of customers. Charlie is excited about the chance to show government agencies and

private contractors what it is like to have a team member who always strives to do the "best" job possible.



# STAFF CREDENTIALS

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## **Shaun Bass, Project Manager/Superintendent/QC**

Shaun attended Arkansas State University after graduating from Doniphan High School in 1997. In May of 2001 he earned a B.S. in Marketing. Upon graduation he began his career working for C & M Contractors, Inc. Shaun has never been afraid of hard work and he started in the field on the concrete crew. Building forms, pouring concrete some of the first construction skills he learned. His hard work coupled with the growth of C & M Contractors Shaun was promoted and put in charge of his own concrete crew after only two years. Also during that time he improved his construction skills by learning how to use and operate the Global Positioning Satellite System (GPS) surveying equipment. His intelligence and ability allowed him to quickly master the details of how to use the system, saving time and money on the job site and making him a more valuable member of the C&M team.

Since that time Shaun has continue to take the initiative to learn all aspects of the construction industry. Like his father Charlie he seems to be born with a God given talent for looking at a project and estimating the most efficient way to go about completing all required tasks. Like so many members of the C & M team, Shaun is cross trained in many

different skills and is willing to perform anything needed to complete the job and satisfy the client. Shaun has earned outstanding evaluations on all of the US Army Corp of Engineers projects that he has supervised. He also won the Mississippi Valley Safety Award.

Project Management is the natural next step for Shaun. He has managed large concrete pours, supervised many site excavation plans, handled metal building erection, and directed several storm drainage projects. His understanding of what it takes to build these projects and his vast experience in all of our fields of expertise, along with his ability to learn new skills quickly makes Shaun a valuable member of the C & M Contractors team.



# STAFF CREDENTIALS

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## **Larry White, SSHO, Quality Control/Superintendent**

After graduating from Doniphan High School, Larry joined the US Army National Guard and proudly served in our country's armed forces. The Army strengthened Larry's determination and discipline instilling in him the importance of working as a team. He was rapidly promoted and after his tour of duty came to an end he was honorable discharged. Larry decided to return to his hometown and quickly obtained a position with Doss & Harper Stone Co. This was his first experience in the construction industry and he enjoyed learning about material processing and working with the sand and gravel. He also excelled at the paperwork for materials processing and was one of their most organized workers. It wasn't long until the Ripley County Sherriff recruited Larry to join his team. He knew Larry was an experienced Army veteran and word had quickly spread around town about his work ethic and organizational skills. Larry answered the call to civic duty and was quickly given the task of heading up the DARE division which was the drug prevention program for the entire county. Larry's background with materials along with his law enforcement and organizational skills

made him the perfect person to head up the Safety and EEO Division of C&M Contractors. Immediately Larry developed a very successful Safety & Drug Testing program. Based on his success they started cross training Larry both in the office duties as well as field operations. He has the talent and skill to quickly learn new tasks and the organizational abilities to keep others and his tasks on schedule. Larry has been active on many of our jobs ranging geographically from Kansas to Louisiana. He also heads up our office by managing the material submittals and purchasing. Thanks to his office and field experiences Larry serves as a vital link between our office and the job site. He has more than seventeen years of experience in employee and client relations, and has worked in both the private and public sectors. Larry gets involved on each job site with a willingness to do whatever is needed to ensure that each project is completed promptly and professionally.



# STAFF CREDENTIALS

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## **Lance Cravens, Project Manager/Engineer/Director of Quality Control**

Lance attended the University of Missouri- Rolla (later renamed Missouri University of Science and Technology) and received a B.S. degree in Civil Engineering after graduating from Poplar Bluff High School. While attending college he began his summer internships for Schultz Surveying and Engineering to gain the proper experience needed for his degree. During his internships, he assisted in surveying, AutoCAD drafting, and project design. After graduating college, he began working with SSE full time and put his education to work. While working for SSE he began as Project Engineer designing waste water and water systems, survey, and Onsite Engineer for construction projects. Lance was instrumental in creating the first out of state office for SSE and had the privilege to work on several post-Hurricane Katrina disaster relief efforts projects with the United States Army Corps of Engineers (USACE) making sure that the company was up to date on all out of state regulations and standards for state testing procedures. During

his time in Louisiana, as manager, he developed the skills necessary to hire and train new employees, schedule work appropriately, maintain the proper certifications, provide assistance to clientele with questions concerning the business, insure quality assurance of all work activities, perform marketing for the company to obtain new clientele, and manage employee issues and/or concerns while maintaining an “open door” environment. He had the credentials the company needed to grow their business in this new environment. While employed with SSE, Lance continued to increase his knowledge of the construction industry and performed on many different jobs with the USACE as well as the private industry.

After leaving SSE, Lance began working for CKY, Inc. headquartered in San Pedro, California where he was CKY Inc.’s Field Engineer (FI), Contractor Quality Control Systems Manager (CQCSM), and Site Safety and Health Officer (SSHO). He continued to grow his construction knowledge and continued working on projects for the USACE and began working with the United States International Boundary and Water Commission (USIBWC), which better prepared him for becoming part of the C & M Team. While working with CKY Inc., he traveled the US (mostly the South) performing construction services in Louisiana, Mississippi, New Mexico, and Texas. Although he served as manager on many different projects, he was always more than willing to get his hands dirty and help out with all aspects of work for each project. From running equipment to shoveling dirt, he was more than willing to perform any task that increased productivity and decreased cost.

Lance has certifications in USACE-Quality management for Contractors, OSHA 30, OSHA 40-HAZPOWER, First Aid/ CPR, ACI-Concrete Field Testing, ACI-Concrete Strength Testing, Troxler Nuclear Gauge Safety Training, and Dale Carnegie Leadership Training for Managers.

# STAFF CREDENTIALS

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Lance's experience in the civil engineering and construction industry coupled with his engineering degree make him a perfect addition to the C & M team.



# STAFF CREDENTIALS

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## **Project Management/ Administrative Assistant**

Cindi started her career with C & M Contractors, Inc. in the Fall of 2011. Cindi came to C & M as a part time Administrative Assistant. But, in just a few short months it was apparent that this was where Cindi needed to be full time. Her phone skills and organizational skills plus her ability and desire to learn the construction industry made it obvious that her position needed to be more permanent.

In the Spring of 2012 Cindi started learning more in depth areas of the construction industry by working on submittals for some of the projects that C & M Contractors had been awarded. She used her previous experience as a guide and had the desire to learn and gradually started doing more project management duties. Cindi earned her Corp of Engineers Quality Management certificate and put that to use by going out into the field and working as a Quality Control Officer on a project we were doing for Southwestern Power Association and again at Clearwater Lake.

Cindi has been instrumental in keeping the paperwork for all of our projects up to date and in order. This includes making

sure that each person that will have a part in the project has the proper documents that they will need to better understand the work. From specifications and plans to MSDS manuals, first aid kits to insurance cards for the vehicles. Cindi can get her hands on or has knowledge of pretty much every aspect of the business.

Cindi is also responsible for the company website and almost all of the technology based information that C & M is using more and more as the company grows. Our customers and clients feel comfortable talking to Cindi when they call our office as she is the first person that they will talk to before being transferred to the right person. Cindi has an Associate of Arts degree in business management that she earned after coming to work for C & M. She was able to work her school schedule around her work activities to finish her degree. Although she had started working on her degree before coming to work full time she felt it was important to continue on and finish what she had started while working part time. This only shows the type of dedication that she has toward her career.

Cindi has worked in several different fields in the past. They include office management, convenience store management, supervisor for a chain of convenience stores, and she spent eleven years in various positions with the United States Postal Service. The experience that she has from each of those positions has made her more of an asset for C & M. Her excellent work ethic and desire to see our business grow has proven to be a great fit for Cindi as well as C & M.

# Project Experience

## Federal Projects

Since 2008, C & M Contractors, Inc. has been awarded several federal government projects.

Customer	Project	Services	% Self Performance	Value
US Army Corp of Engineers- St. Louis District	<b>Consolidated North County Breach and Gravity Drain</b>	This project consisted of 3 parts, the first and most crucial was filling a breach on the land side of the levee, and then repairing two slides at different locations and adding RCP to these two areas.	75%	2,101,295.00
US Army Corp of Engineers- Memphis District	<b>Dudley Ditch Clearing and Snagging</b>	Clearing and snagging approx 8.8 miles of drainage ditch in Stoddard County Mo.	20%	615,120.00
US Army Corp of Engineers- Memphis District	<b>Mingo Ditch Clearing and Grubbing</b>	Clearing and grubbing approx 13 miles of drainage ditch in Stoddard County, Missouri	98%	1,454,565.00
USACE-MICC Ft. Leonard Wood	<b>CCTV Installation</b>	Installed Closed Circuit Television System in the bases training facilities. Indoor and Outdoor cameras and monitors	15%	194,944.00
USACE-MICC Ft. Leonard Wood	<b>Audio/ Visual</b>	This project consisted of 4 different contracts all utilizing the same type of equipment and carried out consecutively. Installing new audio visual equipment with up to date technology	15%	(combined)523,228.00
US Army Corp of Engineers- Memphis District	<b>Elk Chute Ditch Clearing and Grubbing</b>	Clearing, Grubbing, Snagging approx 16 miles of ditch in Dunklin and Pemiscott Counties in Missouri, by means of mowing, excavation and chainsaws.	20%	2,791,757.00
US Army Corp of Engineers, Tulsa District	<b>Kansas Radio Tower Maintenance</b>	Inspection and maintenance of radio towers in Fall River and Teeterville, Kansas	15%	36,652.00
US Army Corp of Engineers- Little Rock District	<b>Clearwater Floodwork</b>	Paving and Asphalt Repairs, Canopy repairs, metal roofing, Bank Stabilization, launch ramp repair, installation of new canopies, pavement striping.	95%	270,375.00
US Army Corp of Engineers- Memphis District	<b>St. Francis River Levee, Right Bank Slope Restoration and Planting Berm Construction</b>	Slope flattening on river side of levee, construction of planting berm at toe of levee, gravel placement on crown and ramps, excavation from borrow pit. Clearing and grubbing, establishment of turf.	98%	3,128,375.00
US Army Corp of Engineers- St. Louis District	<b>Flood Recovery-Levee Repairs Winfield/Pin Oak Levee District- Winfield, Mo.</b>	Levee repairs, stripping, top size rip rap, crushed stone bedding, establishment of turf, excavating, embankment,		332,806.00
US Army Corp of Engineers-Energy Management Branch-New York District	<b>Joplin Ball Fields</b>	Construct four temporary ballfields for the South Middle School in Joplin Missouri after the tornado of 2010 devastated the area. This included,baseball, softball, soccer, and football fields.	100%	987,312.00
US Army Corp Of Engineers- Memphis District	<b>St Francis River Basin Maintenance-DD16 Levee Slope Restoration and Gravel Surfacing, Mississippi County, Manilla, Arkansas</b>	Clearing and Grubbing, Stripping, Embankment, Establishment of Turf, Aggregate Surfacing	98%	928,050.00
US Army Corp of Engineers-Ft. Leonard Wood	<b>Fort Leonard Wood Observation Towers TA244</b>	Placed concrete pads and bolted together observation towers for the Military base.	98%	238,903.00
US Army Corp of Engineers- MICC- Ft Leonard Wood	<b>Ft. Leonard Wood Foyer Project</b>	Construction of offices off of the foyer of the USACBRN		112,957.13

# Project Experience

Little Rock AFB - 19th Contracting Squadron	<b>Golf Cart Path</b>	Remove Existing Asphalt, Construct concrete golf cart path @ hole # 7, construct curb and gutter, construct concrete dissipator, replace disturbed sod.	100%	32,894.49
National Park Service-MABO, St. Louis	<b>St. Louis Shut Off Valves</b>	Installed a 3 " and a 6" cut off valve to the existing sprinkler system.	100%	43,573.00
USArmy Corp of Engineers-Memphis District	<b>Ditch 24 Channel Cleanout</b>	Selective clearing, excavation, silt fence, riprap, erosion control, seed & mulch	98%	739,670.00
US Army Corp of Engineers-West Bank Office	<b>Lake Cataouatche</b>	Levee enlargement, Concrete scour protection	100%	1,475,388.00
US Army Corp of Engineers-New Orleans District	<b>Fisher Project</b>	Rework dirt on levee	100%	40,000.00
National Park Service-MWR Missouri MABO	<b>St Louis Historical Courthouse Restroom Remodel</b>	Completely remodel mens and womens restrooms on the first floor. Demolition, installation of fixtures, tiling, electrical, water, sewer, and adjust fire alarms. Provided an ADA accesible restroom facility for the public during construction.	75%	258,030.82
<b>Federal Projects (cont)</b>				
Mark Twain National Forest-Eleven Point Ranger District	<b>Whitten Access-Eleven Point River</b>	Removed and replaced a retaining wall and a boat ramp, added roadways through the campsite area, placed boulders in designated areas,	100%	103,852.00
US Forest Service	<b>Doniphan Ranger Station</b>	Replacing siding, trim, building wrap, HVAC, & Flooring, repair existing windows and roofing, rewire emergency and parking lot lighting, paint interior and exterior, and build draft stopping walls in the attic		259,590.00
Department of Energy-Southwestern Power Administration	<b>Southwestern Power Administration</b>	Construction of new maintenance facility building, construction of addition to the existing parking bay facility, renovate the existing maintenance building in Jonesboro Arkansas		2,148,158.12

## State and Local Projects

Customer	Project	Services	% Self Performance	Value
City of Doniphan	Quick Creek Sidewalk	Built concrete street and sidewalk for the City of Doniphan going up a hill to the new ball fields. Installed a new box culvert.	100	141,983
Louisiana Park Service	Bayou Segnette Park	Repaired Pump System	100	52,000
AHTD	Arkansas Welcome Center	Site Preparation, Road Construction, Poured Concrete Sidewalks & Gazebo Floors, Installed Interior Plumbing and Electric, Poured Concrete Curb & Gutters, Asphalted & Striped Parking Lot, Installed Wheel Barriers, Installed Exterior Lighting	100	544,456

## Project Experience

AHTD	AHTD-Blytheville Sidewalks	Poured Concrete Sidewalks & Handicap Ramps, Survey & Layout Work	100	433,697
City of Poplar Bluff, MO	Velma Street, Poplar Bluff, MO	Widened City Street, Curb & Gutter, Storm Drainage, Asphalt, & Striping, Survey & Layout Work	90	137,210
City of Cape Girardeau, MO	Willow Street Cape Girardeau, MO	Storm Drainage, Curb & Gutter, Street Repair Survey & Layout Work	100	87,597
City of Fisk, MO	Fisk, MO Sidewalk Improvements	Sidewalk Construction, Fence Replacement, Curb Repair	100	83,191
City of Piedmont, MO	Piedmont Sidewalks	Sidewalk Construction, Bridge Construction, Handicap Ramps, Curb Repair, Handrail Installation	98	81,707
Ripley County, MO	Ripley Co Maint Shed	Poured Concrete Floor & Footing & Erected Metal Building	100	58,293
City of Doniphan, MO	Doniphan Dogpound	Poured Flat Concrete for Dog Pound	100	6,700
City of Piggott, AR	Piggott Amphitheater	Poured Concrete for Flooring and Seating, Built Seating, Concrete Sidewalks	100	70,050
AHTD	AHTD -Wynne, AR	Built Highway which included Excavation, Base Rock, Asphalt	80	357,482
MoDOT	Madison Co. Box Culvert	Built Concrete Box Culvert., Survey & Layout Work	100	152,370

### Commercial Clients

Customer	Project	Services	% Self Performance	Value
Private Owner	Hunt Building	Erected metal building, poured concrete floor and footing, installed drywall and suspended ceiling, install electrical, plumbing and HVAC. Installed septic system	90	27,950
Private Owner	K-5 Project	Poured concrete footings and slabs. Layout work	100	32,793
May Construction Co.	Lowe's Store Neosho, MO		100	1,251,039
Progressive Constructors Inc.	Corinth, MS Wal-Mart	Widened driveways and excavated retention pond	100	385,000
Crossland Construction Co	Chanute, KS Utilites Project	Installed Water & Sewer Lines for the Chanute Elementary School	100	507,400
Crossland Construction Co	Chanute, KS High School	Site Preparation, Erosion Control, Survey & Layout Work, Placed Base Rock	98	885,600
Crossland Construction Co	Chanute, KS Elem School	Site Preparation, Erosion Control, Survey & Layout Work	100	1,001,078
Ducks Unlimited	Frog Bayou, AR Ducks Unlimited	Excavation, Levee Construction, Erosion Control, Pipe Installation, Well Installation, Riprap	100	178,314
DBS Corporation	Wal-Mart Supercenter Martin, TN	Corp Profile	100	1,454,509
Progressive Constructors Inc.	Fredricktown, MO Wal-Mart Supercenter	Corp Profile	100	2,000,023

## Project Experience

Crossland Construction Co	Dexter, MO Wal-Mart Supercenter	Site Preparation, Excavation, Water & Sewer Lines, Erosion Control, Storm Sewer System, Curb & Gutter, Seed & Mulch, Roadway, Widening, Asphalt Roadway	98	1,118,230
WS Bowlware Construction Co.	Trumann, AR Wal-Mart Supercenter	Site Preparation, Excavation, Storm Sewer System, Erosion Control Soil Stabilization, Detention Pond w/ Concrete Drainage, Installed Storm Water Pumping Station, Widened Street and Intersection, Asphalt	95	1,556,261
John Bollenbacher	Bollenbacher Clearing Project, PB, MO	Built Subdivision Road, Poured Concrete Curb & Gutter		85,734
Belz Burrow Development	Turtle Creek Shoppes, Jonesboro, AR	Installed Storm Drainage System		40,500
Ducks Unlimited Inc.	Ducks Unlimited-Robinson Lake, MO	Constructed Levees and Pipe Installation Survey & Layout Work	100	36,853
Progressive Constructors Inc.	Wynne, AR Shoppes	Site Preparation for Shopping Strip Mall, Base Rock	100	152,414
Progressive Constructors Inc.	Wynne, AR Wal-Mart	Site Preparation, Excavation, Soil Stabilization, Base Rock, Entrance Construction, Retention Pond Construction, Curb & Gutter, Erosion Control, Survey & Layout Work		739,987
Progressive Constructors Inc.	Greenwood, AR Wal-Mart	Corp Profile	100	531,205
WS Bowlware Construction Co	Clarksville Wal-Mart	Corp Profile	100	1,410,372
Ducks Unlimited Inc	Ducks Unlimited-Little Rock	Levee Construction, Riprap, Pipe Installation, Survey & Layout Work	100	87,075
Hometown Energy	Hometown Energy-Reyno, AR	Formed & Poured Concrete Tank Supports	100	4,356
Current River Ford	Current River Ford Bldg	Erected Metal Building	100	37,873
<b>Commercial Clients (Cont)</b>				
SSI Inc	Wal-Mart Sallisaw, OK	Corp Profile	100	2,293,575
JW Githens Construction	MDOT -Githens	Installed Erosion Control		1,920
Ducks Unlimited	Ducks Unlimited-Clarksville	Constructed Levees, Pipe Installation, Riprap, Survey & Layout Work	100	118,641
Ducks Unlimited	Ducks Unlimited-Southpoint	Constructed Levees, Pipe Installation, Riprap, Survey & Layout Work	100	93,713
Progressive Constructors Inc.	Springfield Wal-Mart	Poured Concrete Curb & Gutter & Islands	100	76,975
JW Githens Construction	MDOT -Githens Job	Poured Box Culvert	100	8,320
Progressive Constructors Inc.	Van Buren, AR Wal-Mart	Site Preparation, Placed Base Rock, Designed and Built Street & Entrance, Built Retention Pond, Erosion Control, Survey & Layout Work	100	791,868
Elton Bates	Bates Roadway	Built Roadway into Office	100	6,705
Lester Wright	Wright Park Rdwy	Built Street into Subdivision	100	4,450
Ron Littles	Carter Co. Lake Job	Built Lake	100	56,612
Progressive Constructors Inc.	Jonesboro Wal-Mart	Redesigned and Built Access Road & Overpass Entrance which included, Base Rock, Asphalt, and Concrete Work	100	17,578
Ducks Unlimited	Marianna DU Project	Constructed Levees, Pipe Installation, Riprap Survey & Layout Work	100	71,753
Progressive Constructors Inc.	JC Penney -Blytheville	Site Preparation, Excavation, Base Rock, Survey & Layout	100	224,790
Littles Oil Company	Expressway #2 Pocahontas	Poured Concrete Driveway, Design & Survey Work	100	10,404

# Project Experience

Union Pacific Railroad	Union Pacific Railroad	Built Access Road along Railroad Tracks, Included, Excavation, Pipe Installation, & Seed & Mulch	100	245,623
Belz Burrow Development	Sikeston Southpoint Mall	Built Parking Lot which included Excavation, Base Rock & Asphalt	100	66,489

**Repeat Clients**

Customer	Total Projects	Value
Progressive Constructors, Inc.	9	\$4,685,296
Ducks Unlimited, Inc.	8	\$516,216
Crossland Construction Company	4	\$3,512,308
Little Oil Co.	4	\$61,493
Arkansas Highway & Transportation Dept.	3	\$1,335,635
United States Army Corp. of Engineers(USACE)	24	\$6,753,470.87
J.W. Githens Construction	2	\$10,240.00
National Park Service	2	\$301,600

# Safety-----

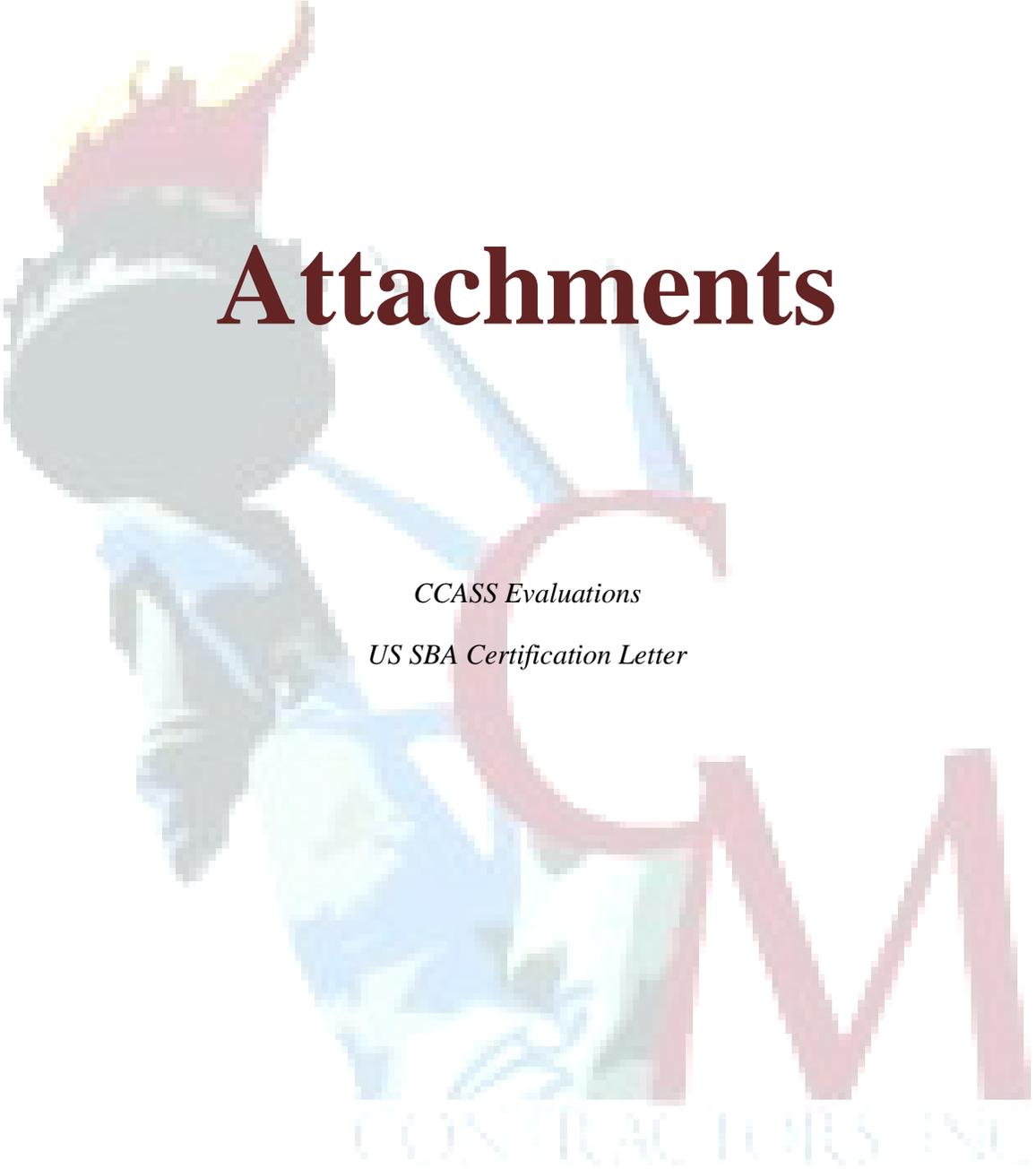
OSHA	2011	2010	2009	2008	2007
Lost time Incident Rate	0.00	0.00	0.00	0.00	0.00
Total Recordable Incident Rate	0.00	0.00	0.00	0.00	0.00
<b>EMR Data</b>					
Rate	0.91	0.91	0.87	0.86	0.85

**Safety Award:** 2010 Superior Safety Performance , Memphis District

# EQUIPMENT LIST-----

- 95 Kenworth Truck w/ 2000 Dynaweld Trailer
- 87 International Water Truck
- 9370 Case Tractor
- Global Positioning System
- 450 GLGP Dozer
- 650 John Deere Dozer
- D6M Cat Dozer
- 490 John Deere Trackhoe
- 320 BL Cat Trackhoe
- 772 BH John Deere Motorgrader





# Attachments

*CCASS Evaluations*

*US SBA Certification Letter*

CONTRACTORS, INC.

<b>PERFORMANCE EVALUATION (CONSTRUCTION)</b>		1. CONTRACT NUMBER W912P912C0418	
		2. CEC NUMBER 945067569	
INCOMPLETE-RATED			
IMPORTANT: Be sure to complete Part III - Evaluation of Performance Elements on reverse.			
<b>PART I - GENERAL CONTRACT DATA</b>			
3. TYPE OF EVALUATION (X one)		4. TERMINATED FOR DEFAULT	
<input type="checkbox"/> INTERIM (List percentage <u>100</u> %)		<input checked="" type="checkbox"/> AMENDED	
<input checked="" type="checkbox"/> FINAL		<input type="checkbox"/>	
5. CONTRACTOR (Name, Address, and ZIP Code) C & M CONTRACTORS, INC. HC 6 BOX 286 DONIPHAN MO 63935-901 USA NAICS Code: 237990		6.a. PROCUREMENT METHOD (X one)	
		<input type="checkbox"/> SEALED BID <input checked="" type="checkbox"/> NEGOTIATED	
		b. TYPE OF CONTRACT (X one)	
		<input checked="" type="checkbox"/> FIRM FIXED PRICE <input type="checkbox"/> COST REIMBURSEMENT	
		<input type="checkbox"/> OTHER (Specify)	
7. DESCRIPTION AND LOCATION OF WORK Winfield-Pin Oaks PL84-99 2011 Flood Recovery Levee Repairs The work consists of levee repairs for the Winfield-Pin Oak Drainage and Levee District in Winfield, MO and includes stripping, topsize riprap, crushed stone bedding, establishment of turf, excavation and embankment. Winfield, MO			
8. TYPE AND PERCENT OF SUBCONTRACTING 14% subcontracted.			
9. FISCAL DATA	a. AMOUNT OF BASIC CONTRACT \$285,752	b. TOTAL AMOUNT OF MODIFICATIONS \$55,380	c. LIQUIDATED DAMAGES ASSESSED
			d. NET AMOUNT PAID CONTRACTOR \$332,806
10. SIGNIFICANT DATES	a. DATE OF AWARD 09/21/2012	b. ORIGINAL CONTRACT COMPLETION DATE 12/06/2012	c. REVISED CONTRACT COMPLETION DATE 12/06/2012
			d. DATE WORK ACCEPTED 11/26/2012
<b>PART II - PERFORMANCE EVALUATION OF CONTRACTOR</b>			
11. OVERALL RATING (X appropriate block)			
<input checked="" type="checkbox"/> OUTSTANDING	<input type="checkbox"/> ABOVE AVERAGE	<input type="checkbox"/> SATISFACTORY	<input type="checkbox"/> MARGINAL
			<input type="checkbox"/> UNSATISFACTORY (Explain in Item 20 on reverse)
12. EVALUATED BY			
a. ORGANIZATION (Name and Address (Include ZIP Code)) U.S. ARMY CORPS OF ENGINEERS - OFFICE CENTRAL AREA OFFICE		b. TELEPHONE NUMBER (Include Area Code) 636-899-0062	
c. NAME AND TITLE ROBERT SCHIFFER AREA ENGINEER		d. SIGNATURE //Electronically Signed//	e. DATE 01/03/2013
13. EVALUATION REVIEWED BY			
a. ORGANIZATION (Name and Address (Include ZIP Code))		b. TELEPHONE NUMBER (Include Area Code)	
c. NAME AND TITLE		d. SIGNATURE	e. DATE
14. AGENCY USE (Distribution, etc.)			

**PART III - EVALUATION OF PERFORMANCE ELEMENTS**

N/A = NOT APPLICABLE O = OUTSTANDING A = ABOVE AVERAGE S = SATISFACTORY M = MARGINAL U = UNSATISFACTORY

15. QUALITY CONTROL							16. EFFECTIVENESS OF MANAGEMENT					
N/A	O	A	S	M	U	N/A	O	A	S	M	U	
a. QUALITY OF WORKMANSHIP	X					a. COOPERATION AND RESPONSIVENESS	X					
b. ADEQUACY OF THE CQC PLAN			X			b. MANAGEMENT OF RESOURCES/ PERSONNEL	X					
c. IMPLEMENTATION OF THE CQC PLAN	X					c. COORDINATION AND CONTROL OF SUBCONTRACTOR(S)	X					
d. QUALITY OF QC DOCUMENTATION			X			d. ADEQUACY OF SITE CLEAN-UP		X				
e. STORAGE OF MATERIALS	X					e. EFFECTIVENESS OF JOB-SITE SUPERVISION	X					
f. ADEQUACY OF MATERIALS		X				f. COMPLIANCE WITH LAWS AND REGULATIONS	X					
g. ADEQUACY OF SUBMITTALS			X			g. PROFESSIONAL CONDUCT	X					
h. ADEQUACY OF QC TESTING	X					h. REVIEW/RESOLUTION OF SUBCONTRACTOR'S ISSUES	X					
i. ADEQUACY OF AS-BUILTS	X					i. IMPLEMENTATION OF SUBCONTRACTING PLAN	X					
j. USE OF SPECIFIED MATERIALS	X					<b>18. COMPLIANCE WITH LABOR STANDARDS</b>						
k. IDENTIFICATION/CORRECTION OF DEFICIENT WORK IN A TIMELY MANNER	X					a. CORRECTION OF NOTED DEFICIENCIES			X			
<b>17. TIMELY PERFORMANCE</b>							b. PAYROLLS PROPERLY COMPLETED AND SUBMITTED			X		
a. ADEQUACY OF INITIAL PROGRESS SCHEDULE	X					c. COMPLIANCE WITH LABOR LAWS AND REGULATIONS WITH SPECIFIC ATTENTION TO THE DAVIS-BACON ACT AND EEO REQUIREMENTS			X			
b. ADHERENCE TO APPROVED SCHEDULE	X					<b>19. COMPLIANCE WITH SAFETY STANDARDS</b>						
c. RESOLUTION OF DELAYS	X					a. ADEQUACY OF SAFETY PLAN			X			
d. SUBMISSION OF REQUIRED DOCUMENTATION			X			b. IMPLEMENTATION OF SAFETY PLAN			X			
e. COMPLETION OF PUNCHLIST ITEMS			X			c. CORRECTION OF NOTED DEFICIENCIES				X		
f. SUBMISSION OF UPDATED AND REVISED PROGRESS SCHEDULES			X			<b>20. REMARKS</b> (Explanation of unsatisfactory evaluation is required. Other comments are optional. Provide facts concerning specific events or actions to justify the evaluation. These data must be in sufficient detail to assist contracting officers in determining the contractor's responsibility. Continue on separate sheet(s), if needed.)						
g. WARRANTY RESPONSE	X					Small Business Utilization Does this contract include a subcontracting plan? No Date of last Individual Subcontracting Report (ISR) / Summary Subcontracting Report (SSR): N/A EVALUATOR REMARKS: Comments entered by Dave Moore: Outstanding comments: Inspections and tests indicated that all work was performed in accordance with plans and specs without prompting rework or government involvement. Conducted 3 phase inspections according to contract specs with no government prompting resulting in a final product without any deficiencies. Properly stored materials protecting materials from the weather. Conducted QC testing without being reminded by the government. Maintained current and accurate as-builts that were available to the government to use to inspect ongoing work. All materials were in accordance with the contract. Daily follow up inspection allowed the contractor to identify any deficient work and make corrections in a timely manner. Contractor was eager to learn from the government the administrative process of QCS and Submittals. Contractor managed his own work and subcontractors work so there would be no delays and supervisors had clear lines of authority and responsibility. Contractor communicated with the landowner in order to resolve a dispute between the levee district and landowner over right of ways. The contractor's actions preventive a delay to the work that would have resulted in increased cost to the government and levee district. Contractor maintained a great working relationship with subcontractor to prevent any differences or conflicts. Contractor performed the work within the original submitted progress schedule, all features of work completed ahead of approved schedule, and before contract completion date.						

**20. REMARKS** (Explanation of unsatisfactory evaluation is required. Other comments are optional. Provide facts concerning specific events or actions to justify the evaluation. These data must be in sufficient detail to assist contracting officers in determining the contractor's responsibility. Continue on separate sheet(s), if needed.)

Small Business Utilization  
Does this contract include a subcontracting plan? No  
Date of last Individual Subcontracting Report (ISR) / Summary Subcontracting Report (SSR): N/A  
EVALUATOR REMARKS: Comments entered by Dave Moore:  
Outstanding comments: Inspections and tests indicated that all work was performed in accordance with plans and specs without prompting rework or government involvement. Conducted 3 phase inspections according to contract specs with no government prompting resulting in a final product without any deficiencies. Properly stored materials protecting materials from the weather. Conducted QC testing without being reminded by the government. Maintained current and accurate as-builts that were available to the government to use to inspect ongoing work. All materials were in accordance with the contract. Daily follow up inspection allowed the contractor to identify any deficient work and make corrections in a timely manner. Contractor was eager to learn from the government the administrative process of QCS and Submittals. Contractor managed his own work and subcontractors work so there would be no delays and supervisors had clear lines of authority and responsibility. Contractor communicated with the landowner in order to resolve a dispute between the levee district and landowner over right of ways. The contractor's actions preventive a delay to the work that would have resulted in increased cost to the government and levee district. Contractor maintained a great working relationship with subcontractor to prevent any differences or conflicts. Contractor performed the work within the original submitted progress schedule, all features of work completed ahead of approved schedule, and before contract completion date.

CONCURRENCE: I concur with this evaluation.

20. REMARKS (...continued)

CONTRACTOR NAME: MELINDA VAUGHN

TITLE: PRESIDENT

PHONE: 573-996-3113

<b>PERFORMANCE EVALUATION (CONSTRUCTION)</b>		1. CONTRACT NUMBER W912EQ11C0020	
		2. CEC NUMBER 945067569	
IMPORTANT: Be sure to complete Part III - Evaluation of Performance Elements on reverse.			
<b>PART I - GENERAL CONTRACT DATA</b>			
3. TYPE OF EVALUATION (X one)		4. TERMINATED FOR DEFAULT	
<input type="checkbox"/> INTERIM (List percentage <u>100</u> %)		<input checked="" type="checkbox"/> FINAL	
<input type="checkbox"/> AMENDED		<input type="checkbox"/>	
5. CONTRACTOR (Name, Address, and ZIP Code) C&M CONTRACTORS, INC. P.O. BOX 247 DONIPHAN MO 63935 USA NAICS Code: 237990		6.a. PROCUREMENT METHOD (X one)	
		<input type="checkbox"/> SEALED BID <input checked="" type="checkbox"/> NEGOTIATED	
		b. TYPE OF CONTRACT (X one)	
		<input checked="" type="checkbox"/> FIRM FIXED PRICE <input type="checkbox"/> COST REIMBURSEMENT	
		<input type="checkbox"/> OTHER (Specify)	
7. DESCRIPTION AND LOCATION OF WORK DD16 LEVEE SLOPE RENOVATION AND GRAVEL RESURFACING The work consists of Levee Slope Renovation and Gravel Surfacing for Drainage District No. 16 located in Mississippi County, Arkansas. The estimated value of the work is between \$500,000 and \$1,000,000. This contract action is being accomplished through the use of other than competitive procedures due to a statute that exists w hich expressly authorizes or requires that this acquisition be made from a Specific Source or through another agency; specifically FAR 6.302-5 (b)(4) for sole source awards under the 8(a) program 15 U.S.C. 637(a) and in accordance w ith 13 CFR 124.1-1(c) and FAR 19.8. Levee slope renovation will be performed between baseline stations 7/20+00 to 8/09+00 and (continued..)			
8. TYPE AND PERCENT OF SUBCONTRACTING 6% Turfing			
9. FISCAL DATA	a. AMOUNT OF BASIC CONTRACT \$928,050	b. TOTAL AMOUNT OF MODIFICATIONS \$0	c. LIQUIDATED DAMAGES ASSESSED
			d. NET AMOUNT PAID CONTRACTOR \$928,050
10. SIGNIFICANT DATES	a. DATE OF AWARD 08/26/2011	b. ORIGINAL CONTRACT COMPLETION DATE 09/21/2012	c. REVISED CONTRACT COMPLETION DATE 09/28/2012
			d. DATE WORK ACCEPTED 06/04/2012
<b>PART II - PERFORMANCE EVALUATION OF CONTRACTOR</b>			
11. OVERALL RATING (X appropriate block)			
<input checked="" type="checkbox"/> OUTSTANDING	<input type="checkbox"/> ABOVE AVERAGE	<input type="checkbox"/> SATISFACTORY	<input type="checkbox"/> MARGINAL
			<input type="checkbox"/> UNSATISFACTORY (Explain in Item 20 on reverse)
12. EVALUATED BY			
a. ORGANIZATION (Name and Address (Include ZIP Code)) U.S. ARMY CORPS OF ENGINEERS, MEMPHIS DISTRICT, WYNNE AREA OFFICE		b. TELEPHONE NUMBER (Include Area Code) 870-238-7983	
c. NAME AND TITLE LOY A. HAMILTON, P.E. ADMINISTRATIVE CONTRACTING OFFICER		d. SIGNATURE //Electronically Signed//	e. DATE 08/10/2012
13. EVALUATION REVIEWED BY			
a. ORGANIZATION (Name and Address (Include ZIP Code)) USACE, MEMPHIS DISTRICT		b. TELEPHONE NUMBER (Include Area Code) 901-544-3113	
c. NAME AND TITLE STEPHEN SHANKLE SUPERVISORY CIVIL ENGINEER		d. SIGNATURE //Electronically Signed//	e. DATE 09/10/2012
14. AGENCY USE (Distribution, etc.)			

**PART III - EVALUATION OF PERFORMANCE ELEMENTS**

N/A = NOT APPLICABLE O = OUTSTANDING A = ABOVE AVERAGE S = SATISFACTORY M = MARGINAL U = UNSATISFACTORY

15. QUALITY CONTROL							16. EFFECTIVENESS OF MANAGEMENT					
N/A	O	A	S	M	U		N/A	O	A	S	M	U
a. QUALITY OF WORKMANSHIP		X					a. COOPERATION AND RESPONSIVENESS		X			
b. ADEQUACY OF THE CQC PLAN		X					b. MANAGEMENT OF RESOURCES/ PERSONNEL		X			
c. IMPLEMENTATION OF THE CQC PLAN		X					c. COORDINATION AND CONTROL OF SUBCONTRACTOR(S)		X			
d. QUALITY OF QC DOCUMENTATION	X						d. ADEQUACY OF SITE CLEAN-UP		X			
e. STORAGE OF MATERIALS	X						e. EFFECTIVENESS OF JOB-SITE SUPERVISION	X				
f. ADEQUACY OF MATERIALS		X					f. COMPLIANCE WITH LAWS AND REGULATIONS		X			
g. ADEQUACY OF SUBMITTALS		X					g. PROFESSIONAL CONDUCT		X			
h. ADEQUACY OF QC TESTING	X						h. REVIEW/RESOLUTION OF SUBCONTRACTOR'S ISSUES	X				
i. ADEQUACY OF AS-BUILTS		X					i. IMPLEMENTATION OF SUBCONTRACTING PLAN	X				
j. USE OF SPECIFIED MATERIALS		X					<b>18. COMPLIANCE WITH LABOR STANDARDS</b>					
k. IDENTIFICATION/CORRECTION OF DEFICIENT WORK IN A TIMELY MANNER	X						a. CORRECTION OF NOTED DEFICIENCIES		X			
<b>17. TIMELY PERFORMANCE</b>							<b>19. COMPLIANCE WITH SAFETY STANDARDS</b>					
a. ADEQUACY OF INITIAL PROGRESS SCHEDULE		X					a. ADEQUACY OF SAFETY PLAN		X			
b. ADHERENCE TO APPROVED SCHEDULE		X					b. IMPLEMENTATION OF SAFETY PLAN		X			
c. RESOLUTION OF DELAYS		X					c. CORRECTION OF NOTED DEFICIENCIES		X			
d. SUBMISSION OF REQUIRED DOCUMENTATION		X					<b>20. REMARKS</b> (Explanation of unsatisfactory evaluation is required. Other comments are optional. Provide facts concerning specific events or actions to justify the evaluation. These data must be in sufficient detail to assist contracting officers in determining the contractor's responsibility. Continue on separate sheet(s), if needed.)					
e. COMPLETION OF PUNCHLIST ITEMS	X						<p>Small Business Utilization Does this contract include a subcontracting plan? No Date of last Individual Subcontracting Report (ISR) / Summary Subcontracting Report (SSR): N/A EVALUATOR REMARKS: 15 d. Documentation was excellent and timely. Documentation was submitted to the Area Office and the QA representative most of the time without request and without requiring resubmission. 15 h. QC Testing was outstanding. The QC representative always insured that government representatives were aware of upcoming test and ensured testing was performed accurately. 15 k. Any work found deficient was corrected immediately and without questioning. 16 e. Excellent job-site supervision. Job-site was managed exceptionally well in all aspects from construction to safety. 16 g. All contractor representatives acted in a very professional manner, which allowed for an excellent working relationship between the contractor and government representatives. 17 e. All punch list items were completed on or ahead of time. All items were completed correctly the first time without having to revisit. 19 b. The job was completed with zero accidents. This can be attributed to an excellent implementation of safety onsite. Contractor took all steps to implement safety from meetings to inspections.</p> <p>CONTRACTOR REMARKS: The report was delivered/received by the contractor on 08/10/2012. The contractor neither signed nor offered comment in response to this evaluation. DATE: 09/10/2012</p> <p>REVIEWER REMARKS: Concur with the Evaluator's Remarks and Rating.</p>					
f. SUBMISSION OF UPDATED AND REVISED PROGRESS SCHEDULES		X										
g. WARRANTY RESPONSE	X											

**20. REMARKS** (Explanation of unsatisfactory evaluation is required. Other comments are optional. Provide facts concerning specific events or actions to justify the evaluation. These data must be in sufficient detail to assist contracting officers in determining the contractor's responsibility. Continue on separate sheet(s), if needed.)

Small Business Utilization  
Does this contract include a subcontracting plan? No  
Date of last Individual Subcontracting Report (ISR) / Summary Subcontracting Report (SSR): N/A  
EVALUATOR REMARKS: 15 d. Documentation was excellent and timely. Documentation was submitted to the Area Office and the QA representative most of the time without request and without requiring resubmission.  
15 h. QC Testing was outstanding. The QC representative always insured that government representatives were aware of upcoming test and ensured testing was performed accurately.  
15 k. Any work found deficient was corrected immediately and without questioning.  
16 e. Excellent job-site supervision. Job-site was managed exceptionally well in all aspects from construction to safety.  
16 g. All contractor representatives acted in a very professional manner, which allowed for an excellent working relationship between the contractor and government representatives.  
17 e. All punch list items were completed on or ahead of time. All items were completed correctly the first time without having to revisit.  
19 b. The job was completed with zero accidents. This can be attributed to an excellent implementation of safety onsite. Contractor took all steps to implement safety from meetings to inspections.

CONTRACTOR REMARKS: The report was delivered/received by the contractor on 08/10/2012. The contractor neither signed nor offered comment in response to this evaluation.  
DATE: 09/10/2012

REVIEWER REMARKS: Concur with the Evaluator's Remarks and Rating.

7. DESCRIPTION AND LOCATION OF WORK (...continued)

station 9+42+50 to county road 246. Levee gravel surfacing will take place on the levee crown between stations 0+00 to 840+69, which includes the entire length of the right hand chute Little River Levee right bank. The work will include excavation of 41,000 CY of material from the berm area between the levee and Ditch 81, placement of fill material on the levee for slope flattening, clearing, grubbing, and disposal of debris (burning), 18,000 CY of aggregate surfacing, establishment of turf/fertilizing and seeding, storm water pollution prevention measures, and environmental protection.

Mississippi County, AR

<b>PERFORMANCE EVALUATION (CONSTRUCTION)</b>		1. CONTRACT NUMBER W912DQ11C4036	
		2. CEC NUMBER 945067569	
INCOMPLETE-RATED			
IMPORTANT: Be sure to complete Part III - Evaluation of Performance Elements on reverse.			
<b>PART I - GENERAL CONTRACT DATA</b>			
3. TYPE OF EVALUATION (X one)		4. TERMINATED FOR DEFAULT	
<input type="checkbox"/> INTERIM (List percentage <u>100</u> %)		<input type="checkbox"/> AMENDED	
<input checked="" type="checkbox"/> FINAL		<input checked="" type="checkbox"/> NEGOTIATED	
5. CONTRACTOR (Name, Address, and ZIP Code) C & M CONTRACTORS, INC. HC 6 BOX 247 DONIPHAN MO 639350247 USA NAICS Code: 237990		6.a. PROCUREMENT METHOD (X one)	
		<input type="checkbox"/> SEALED BID	
		<input checked="" type="checkbox"/> NEGOTIATED	
		b. TYPE OF CONTRACT (X one)	
		<input checked="" type="checkbox"/> FIRM FIXED PRICE	
		<input type="checkbox"/> COST REIMBURSEMENT	
		OTHER (Specify)	
7. DESCRIPTION AND LOCATION OF WORK The work contracted for involved the reconstruction of equivalent athletic facilities for those damaged at Joplin High School. The replacement fields are located at Joplin South Middle School. Four fields were designed for: Soccer, Football Practice, Baseball and Softball. All fields except Football Practice had accompanying bleachers and/or fences. The Soccer and Baseball fields are lighted. Americans with Disabilities Act compliant walkways and access ramps were provided on the fields with bleachers. A contract modification was executed to bring off-site residential high voltage electrical to power the field lighting.			
8. TYPE AND PERCENT OF SUBCONTRACTING Subcontractors were used in most phases of construction. Electrical work (12%), grading and landscaping (18%), fencing (7%) and lighting (5%) were all subcontracted to local firms who accomplished approximately 42% of the dollar amount of work.			
9. FISCAL DATA	a. AMOUNT OF BASIC CONTRACT \$972,135	b. TOTAL AMOUNT OF MODIFICATIONS \$15,177	d. NET AMOUNT PAID CONTRACTOR \$987,312
10. SIGNIFICANT DATES	a. DATE OF AWARD 07/28/2011	b. ORIGINAL CONTRACT COMPLETION DATE 10/15/2011	d. DATE WORK ACCEPTED 10/15/2011
<b>PART II - PERFORMANCE EVALUATION OF CONTRACTOR</b>			
11. OVERALL RATING (X appropriate block)			
<input checked="" type="checkbox"/> OUTSTANDING	<input type="checkbox"/> ABOVE AVERAGE	<input type="checkbox"/> SATISFACTORY	<input type="checkbox"/> MARGINAL
<input type="checkbox"/> UNSATISFACTORY (Explain in Item 20 on reverse)			
12. EVALUATED BY			
a. ORGANIZATION (Name and Address (Include ZIP Code)) KANSAS CITY DISTRICT USACE		b. TELEPHONE NUMBER (Include Area Code) 816-389-3916	
c. NAME AND TITLE ERIC ARNDT MISSOURI AREA ENGINEER		d. SIGNATURE //Electronically Signed//	e. DATE 01/05/2012
13. EVALUATION REVIEWED BY			
a. ORGANIZATION (Name and Address (Include ZIP Code))		b. TELEPHONE NUMBER (Include Area Code)	
c. NAME AND TITLE		d. SIGNATURE	e. DATE
14. AGENCY USE (Distribution, etc.)			

**PART III - EVALUATION OF PERFORMANCE ELEMENTS**

N/A = NOT APPLICABLE O = OUTSTANDING A = ABOVE AVERAGE S = SATISFACTORY M = MARGINAL U = UNSATISFACTORY

15. QUALITY CONTROL							16. EFFECTIVENESS OF MANAGEMENT						
N/A	O	A	S	M	U		N/A	O	A	S	M	U	
a. QUALITY OF WORKMANSHIP	X						a. COOPERATION AND RESPONSIVENESS	X					
b. ADEQUACY OF THE CQC PLAN		X					b. MANAGEMENT OF RESOURCES/ PERSONNEL	X					
c. IMPLEMENTATION OF THE CQC PLAN		X					c. COORDINATION AND CONTROL OF SUBCONTRACTOR(S)		X				
d. QUALITY OF QC DOCUMENTATION	X						d. ADEQUACY OF SITE CLEAN-UP		X				
e. STORAGE OF MATERIALS		X					e. EFFECTIVENESS OF JOB-SITE SUPERVISION	X					
f. ADEQUACY OF MATERIALS	X						f. COMPLIANCE WITH LAWS AND REGULATIONS		X				
g. ADEQUACY OF SUBMITTALS		X					g. PROFESSIONAL CONDUCT	X					
h. ADEQUACY OF QC TESTING		X					h. REVIEW/RESOLUTION OF SUBCONTRACTOR'S ISSUES		X				
i. ADEQUACY OF AS-BUILTS	X						i. IMPLEMENTATION OF SUBCONTRACTING PLAN		X				
j. USE OF SPECIFIED MATERIALS		X											
k. IDENTIFICATION/CORRECTION OF DEFICIENT WORK IN A TIMELY MANNER	X												
17. TIMELY PERFORMANCE							18. COMPLIANCE WITH LABOR STANDARDS						
a. ADEQUACY OF INITIAL PROGRESS SCHEDULE		X					a. CORRECTION OF NOTED DEFICIENCIES		X				
b. ADHERENCE TO APPROVED SCHEDULE		X					b. PAYROLLS PROPERLY COMPLETED AND SUBMITTED		X				
c. RESOLUTION OF DELAYS	X						c. COMPLIANCE WITH LABOR LAWS AND REGULATIONS WITH SPECIFIC ATTENTION TO THE DAVIS-BACON ACT AND EEO REQUIREMENTS	X					
d. SUBMISSION OF REQUIRED DOCUMENTATION	X												
e. COMPLETION OF PUNCHLIST ITEMS		X					19. COMPLIANCE WITH SAFETY STANDARDS						
f. SUBMISSION OF UPDATED AND REVISED PROGRESS SCHEDULES	X						a. ADEQUACY OF SAFETY PLAN	X					
g. WARRANTY RESPONSE	X						b. IMPLEMENTATION OF SAFETY PLAN	X					
							c. CORRECTION OF NOTED DEFICIENCIES		X				

20. REMARKS (Explanation of unsatisfactory evaluation is required. Other comments are optional. Provide facts concerning specific events or actions to justify the evaluation. These data must be in sufficient detail to assist contracting officers in determining the contractor's responsibility. Continue on separate sheet(s), if needed.)

**Small Business Utilization**

Does this contract include a subcontracting plan? No

Date of last Individual Subcontracting Report (ISR) / Summary Subcontracting Report (SSR): N/A

EVALUATOR REMARKS: C&M Contractors, Inc. provided the Joplin Relief Mission with an outstanding product, both in terms of constructed facilities as well as contract procedure. The contractor stayed ahead of schedule during the work and follow-on site maintenance. The contractor used the most up to date technology, including GPS guided scrapers that automatically grade a 2% crown to the field, for maximum efficiency. The contractor was proactive in pointing out a deficiency in the submitted drawing that the Army Corps accepted to commence work. The government solicitation was ambiguous regarding the party responsible for the electrical supply. The plans did not provide for a connection between the off-site residential hi-voltage line and the to-be constructed breaker panel for the baseball and soccer field lighting. Empire Electric, the regional power supplier for the southwest Missouri area, was prevailed upon by the contractor to design and provide an estimate for a solution that was quickly executable. The work under the modification needed to be executed immediately as other major items of work were contingent upon it. The contractor was able to convince Empire to make this task a priority. C&M were flexible when working with the Joplin School District facilities maintenance staff and their varying requirements and commitments. Overall the government's Quality Assurance Representatives were very satisfied with the work and the contractor's responsiveness to the government's contracting requirements to merit a rating of Outstanding.

<b>PERFORMANCE EVALUATION (CONSTRUCTION)</b>		1. CONTRACT NUMBER W912EQ10C0008			
		2. CEC NUMBER 945067569			
IMPORTANT: Be sure to complete Part III - Evaluation of Performance Elements on reverse.					
<b>PART I - GENERAL CONTRACT DATA</b>					
3. TYPE OF EVALUATION (X one)			4. TERMINATED FOR DEFAULT		
<input type="checkbox"/> INTERIM (List percentage <u>95</u> %)			<input checked="" type="checkbox"/> FINAL		
<input type="checkbox"/> AMENDED			<input type="checkbox"/>		
5. CONTRACTOR (Name, Address, and ZIP Code) C&M CONTRACTORS, INC P.O. BOX 247 DONIPHAN MO 63935 USA NAICS Code: 237990			6.a. PROCUREMENT METHOD (X one)		
			<input checked="" type="checkbox"/> SEALED BID <input type="checkbox"/> NEGOTIATED		
			b. TYPE OF CONTRACT (X one)		
			<input checked="" type="checkbox"/> FIRM FIXED PRICE <input type="checkbox"/> COST REIMBURSEMENT		
			<input type="checkbox"/> OTHER (Specify)		
7. DESCRIPTION AND LOCATION OF WORK DITCH 24 CHANNEL CLEARING CLEANOUT The work consists of channel clearing and cleanout within Ditch 24 from station -1+00 to station 241+00 as well as selective clearing along Ditch 24 from station -1+00 to station 233+00. The project is located in Stoddard County, Missouri. This project also consists of establishment of turf within the right-of-way limits, including the berm, excavated material embankment, anywhere above the top bank that is denuded of grass due to construction activities, and the excavated channel slopes down to the waters edge. Stoddard County, Missouri					
8. TYPE AND PERCENT OF SUBCONTRACTING 10% Turfing					
9. FISCAL DATA		a. AMOUNT OF BASIC CONTRACT \$739,670	b. TOTAL AMOUNT OF MODIFICATIONS \$0	c. LIQUIDATED DAMAGES ASSESSED	d. NET AMOUNT PAID CONTRACTOR \$739,670
10. SIGNIFICANT DATES		a. DATE OF AWARD 02/23/2010	b. ORIGINAL CONTRACT COMPLETION DATE 11/24/2010	c. REVISED CONTRACT COMPLETION DATE 12/12/2010	d. DATE WORK ACCEPTED 11/20/2010
<b>PART II - PERFORMANCE EVALUATION OF CONTRACTOR</b>					
11. OVERALL RATING (X appropriate block)					
<input checked="" type="checkbox"/> OUTSTANDING		<input type="checkbox"/> ABOVE AVERAGE		<input type="checkbox"/> SATISFACTORY	<input type="checkbox"/> MARGINAL
<input type="checkbox"/> UNSATISFACTORY (Explain in Item 20 on reverse)					
12. EVALUATED BY					
a. ORGANIZATION (Name and Address (Include ZIP Code)) CARUTHERSVILLE AREA OFFICE			b. TELEPHONE NUMBER (Include Area Code) 573.333.1043		
c. NAME AND TITLE JACK RATLIFF ADMINISTRATIVE CONTRACTING OFFICER		d. SIGNATURE //Electronically Signed//		e. DATE 12/27/2010	
13. EVALUATION REVIEWED BY					
a. ORGANIZATION (Name and Address (Include ZIP Code)) USACE, MEMPHIS DISTRICT			b. TELEPHONE NUMBER (Include Area Code) 901-544-3113		
c. NAME AND TITLE STEPHEN SHANKLE SUPERVISORY CIVIL ENGINEER		d. SIGNATURE //Electronically Signed//		e. DATE 01/12/2011	
14. AGENCY USE (Distribution, etc.)					

## PART III - EVALUATION OF PERFORMANCE ELEMENTS

N/A = NOT APPLICABLE O = OUTSTANDING A = ABOVE AVERAGE S = SATISFACTORY M = MARGINAL U = UNSATISFACTORY

15. QUALITY CONTROL							16. EFFECTIVENESS OF MANAGEMENT						
N/A	O	A	S	M	U	N/A	O	A	S	M	U		
a. QUALITY OF WORKMANSHIP	X					a. COOPERATION AND RESPONSIVENESS	X						
b. ADEQUACY OF THE CQC PLAN			X			b. MANAGEMENT OF RESOURCES/ PERSONNEL			X				
c. IMPLEMENTATION OF THE CQC PLAN		X				c. COORDINATION AND CONTROL OF SUBCONTRACTOR(S)			X				
d. QUALITY OF QC DOCUMENTATION	X					d. ADEQUACY OF SITE CLEAN-UP			X				
e. STORAGE OF MATERIALS			X			e. EFFECTIVENESS OF JOB-SITE SUPERVISION	X						
f. ADEQUACY OF MATERIALS			X			f. COMPLIANCE WITH LAWS AND REGULATIONS			X				
g. ADEQUACY OF SUBMITTALS			X			g. PROFESSIONAL CONDUCT	X						
h. ADEQUACY OF QC TESTING		X				h. REVIEW/RESOLUTION OF SUBCONTRACTOR'S ISSUES			X				
i. ADEQUACY OF AS-BUILTS		X				i. IMPLEMENTATION OF SUBCONTRACTING PLAN	X						
j. USE OF SPECIFIED MATERIALS			X			<b>18. COMPLIANCE WITH LABOR STANDARDS</b>							
k. IDENTIFICATION/CORRECTION OF DEFICIENT WORK IN A TIMELY MANNER		X				a. CORRECTION OF NOTED DEFICIENCIES			X				
<b>17. TIMELY PERFORMANCE</b>							<b>19. COMPLIANCE WITH SAFETY STANDARDS</b>						
a. ADEQUACY OF INITIAL PROGRESS SCHEDULE			X			a. ADEQUACY OF SAFETY PLAN			X				
b. ADHERENCE TO APPROVED SCHEDULE			X			b. IMPLEMENTATION OF SAFETY PLAN		X					
c. RESOLUTION OF DELAYS		X				c. CORRECTION OF NOTED DEFICIENCIES			X				
d. SUBMISSION OF REQUIRED DOCUMENTATION		X				<b>20. REMARKS</b> (Explanation of unsatisfactory evaluation is required. Other comments are optional. Provide facts concerning specific events or actions to justify the evaluation. These data must be in sufficient detail to assist contracting officers in determining the contractor's responsibility. Continue on separate sheet(s), if needed.)							
e. COMPLETION OF PUNCHLIST ITEMS		X				Small Business Utilization							
f. SUBMISSION OF UPDATED AND REVISED PROGRESS SCHEDULES	X					Does this contract include a subcontracting plan? No							
g. WARRANTY RESPONSE	X					Is small business subcontracting under this contract included in a comprehensive small business subcontracting plan? N/A							
						Is small business subcontracting under this contract included in a commercial small business subcontracting plan? N/A							
						Date of last Individual Subcontracting Report (ISR) / Summary Subcontracting Report (SSR): N/A							
						EVALUATOR REMARKS: 15. Quality Control - The contractor provided effective/thorough QC throughout the project with outstanding workmanship and QC documentation. The contractor successfully implemented construction processes that are not typical for the cleanout of a channel this size.							
						16. Effectiveness of Management - The management team is cooperative and responsive and managed all work efficiently. The project adequately resourced with personnel, equipment, and supplies.							
						17. Timely Performance - The contractor completed the project ahead of his required completion date.							
						18. Compliance with Labor Standards - The contractor was prompt with submitting accurate payrolls and was in compliance with all labor provisions of the contract.							
						19. Compliance with Safety Standards - Worker safety is not compromised and all safety provisions were adhered to. The contractor used chainsaw crews, laborers, and an excavator for the selective clearing portion of the work; excavators for the channel and left bank slope clearing; and three excavators, two tractors with pans and two dozers for excavation of the channel and placing into and shaping of the excavated material disposal area. The contract did not experience a lost-time accident or a recordable incident from the start date of March 3, 2010 through substantial completion in mid-November 2010 with more than 5,800 man-hours recorded. C & M's corporate safety and drug free workforce programs as well as the job specific programs such as the Activity Hazard Analysis, Administrative Plan, safety inspection checklists, etc. met or exceeded contract							

(continued...)

20. REMARKS (...continued)

requirements. Six employees had successfully completed the OSHA 30 Hour Construction course and others had completed the OSHA 10 Hour Construction course as well as many of them completing CPR/First Aid training. Weekly toolbox safety meetings were held as scheduled. Contractor's employees in the field never had to be reminded to wear their hard hats, steel toed boots, chaps, or other required PPE. The contractor's emphasis on safety as communicated at the pre-construction conference and as demonstrated by employees in the field shows a corporate focus on safety.

Overall, the contractor performed the work in an Outstanding manner (with above average ratings on several items) and partnered with the Government to complete the project and make it a success.

CONTRACTOR REMARKS: We appreciate our evaluation and would like to note that the Caruthersville office was very efficient and professional. We were able to develop an excellent working relationship with not only the inspector Gerritt Meyers but the Caruthersville office as a whole. The office was cross trained so that if we had a question, anyone there could answer it or was willing to find out the answer in a timely manner. We look forward to working with this district again in the future.

CONCURRENCE: I concur with this evaluation.

CONTRACTOR NAME: MELINDA VAUGHN

TITLE: PRESIDENT

PHONE: 573-996-3113

DATE: 01/03/2011

REVIEWER REMARKS: Concur with the Evaluator's remarks and rating.



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

February 28, 2011

Melinda Vaughn, President  
C & M Contractors, Inc.  
HC 6 Box 286  
Doniphan, Missouri 63935

Dear Ms. Vaughn:

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 St. Louis District Office located at 200 North Broadway, Suite 1500, St. Louis, Missouri 63102. The phone number is 314/539-6600.

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 St. Louis 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 St. Louis District Office at the address shown in the second paragraph above. The second copy is for your records.

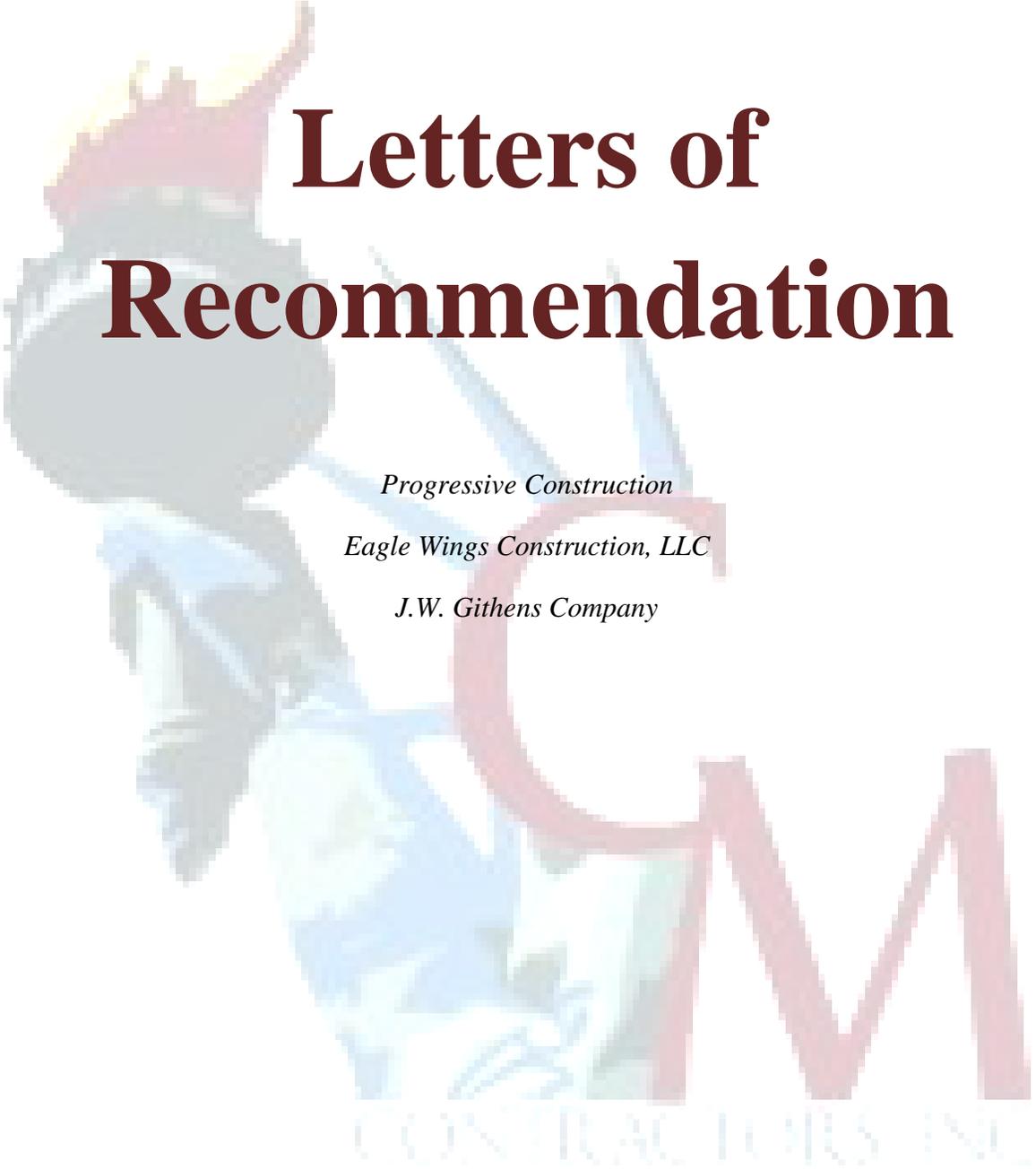
Even though your firm's approved North American Industry Classification System (NAICS) Code is 238910, your firm may be awarded contracts under other NAICS Codes, as long as the firm is qualified to perform the required service or task. In this regard, please note that contracts awarded under 8(a) Business 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.

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

Sincerely,

A handwritten signature in black ink, appearing to read "Darryl K. Hairston", written over a horizontal line.

Darryl K. Hairston  
Associate Administrator  
for Business Development



# Letters of Recommendation

*Progressive Construction*

*Eagle Wings Construction, LLC*

*J.W. Githens Company*

CONTRACTORS, INC.



## ***PROGRESSIVE CONSTRUCTORS, INC.***

January 29, 2010

US Army Engineer District, Memphis  
Attn: Mr. Nicholas A Aprea  
167 N Main Street, B202  
Memphis, Tennessee 38103-1894

Re: C & M Contractors, Inc.

Dear Sir:

C & M Contractors, Inc. has been a subcontractor for Progressive Constructors, Inc. on numerous multi-million dollar commercial retail projects over the past 10 plus years. During that time, we have always found them to be professional, timely and of consistently sound business practice. They are always willing to do the right thing to complete their work. We would not hesitate to use them again in the future.

Progressive Constructors, Inc. is pleased to recommend C & M Contractors, Inc. for your next project. If you need additional information, please do not hesitate to contact me.

Sincerely,

Progressive Constructors, Inc.

Jeff Haun,  
Vice President

JH:рге

**GENERAL CONTRACTOR**



January 29, 2010

US Army Engineer District, Memphis  
167 N Main Street B202  
Memphis, TN 38103-1894

ATTN: Mr. Nicholas Aprea

Dear Mr. Aprea,

I am pleased to write this letter of recommendation on behalf of C & M Contractors. As owner of Eagle Wings Construction, LLC and Doniphan Ready Mix, I have worked as a subcontractor and material supplier for C & M Contractors many times over the last 10 years. I most recently supplied ready mix concrete and aggregate for one of their local jobs. They have always seemed to be a very professionally run company that does quality work. My experiences of working with them have always been very positive and would recommend them without hesitation.

Sincerely,

Elton G. Bates  
Managing Member/Owner  
Eagle Wings Construction, LLC

Cc: C&M  
File

# *J. W. Githens Company*

GENERAL CONTRACTORS  
911 WISEMAN DRIVE - P.O. BOX 1159  
POPLAR BLUFF, MISSOURI 63902



January 29, 2010

US Army Engineer District, Memphis  
167 N Main Street B202  
Memphis, TN 38103-1894

Attn: Mr. Nicholas A. Aprea

Dear Sir:

This is a letter of recommendation for C & M Contractors, Inc. I have worked with this company for the past 14 years. They are very proficient, timely and reliable in work they performed for my company. I'm very pleased to recommend them for work in your agency.

If you need any additional information feel free to contact me at your earliest convenience.

Yours very truly,

A handwritten signature in black ink, appearing to be 'Jay K. Githens'. The signature is written in a cursive style with a large, sweeping initial 'J'.

J. W. GITHENS COMPANY  
Jay K. Githens, President

# Client References

USACE-Memphis District  
Contact: Jack Ratliff, Area Engineer  
706 Harry S Truman Blvd  
Caruthersville, Mo. 63830  
573-333-1043  
Jack.d.ratliff@usace.army.mil

US Forest Service-Rolla Division  
Contact: Amy Sullivan  
401 Fairgrounds Rd.  
Rolla, Mo. 65401  
573-341-7464  
adsullivan@fs.fed.us

USACE-New Orleans District  
Westbank  
Contact: John Thompson  
504-628-6723

Progressive Constructors Inc.  
Contact: Jeff Haun  
9000 Construction Place  
Little Rock, Ar. 72206  
501-490-1424  
jeffh@pce-ark.com

EV Cox Inc.  
Contact: Steve Nelms  
PO Box 82535  
Oklahoma City, Ok. 73148  
405-232-2426-Ext 112  
steve@evcox.com

DBS Corporation  
Cary Davis  
506 Broad Street  
Chattanooga, Tn. 37402  
423-752-1302

USACE- St. Louis District  
David Moore  
3307 N. Highway 79  
Elsberry, Mo. 63343  
(573) 898-5356  
David.A.Moore2@usace.army.mil

USACE- Memphis District  
Loy Hamilton  
1932 N. Falls Blvd.  
PO Box 729  
Wynne, AR 72396-0729  
(870) 238-7983  
Loy.A.Hamilton@usace.army.mil

Little Rock Air Force Base  
Contact: Barry Jundt  
19th Contracting Squadron  
642 Thomas Ave.  
Little Rock AFB, AR 72099-4971  
(501) 987-3853  
barry.jundt@us.af.mil

National Park Service  
Contact: Dave Caselli  
Jefferson National Expansion Memorial  
11 North Fourth St.  
St. Louis, Mo. 63102  
(314) 655-1612  
dave\_caselli@nps.gov

Ft. Leonard Wood  
Contact: David Hale  
PO Box 140  
Ft. Leonard Wood, MO 65473-0140  
(573) 596-0260  
david.hale1@us.army.mil