Company Level Performance Benchmarking

Eckardt

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Agenda

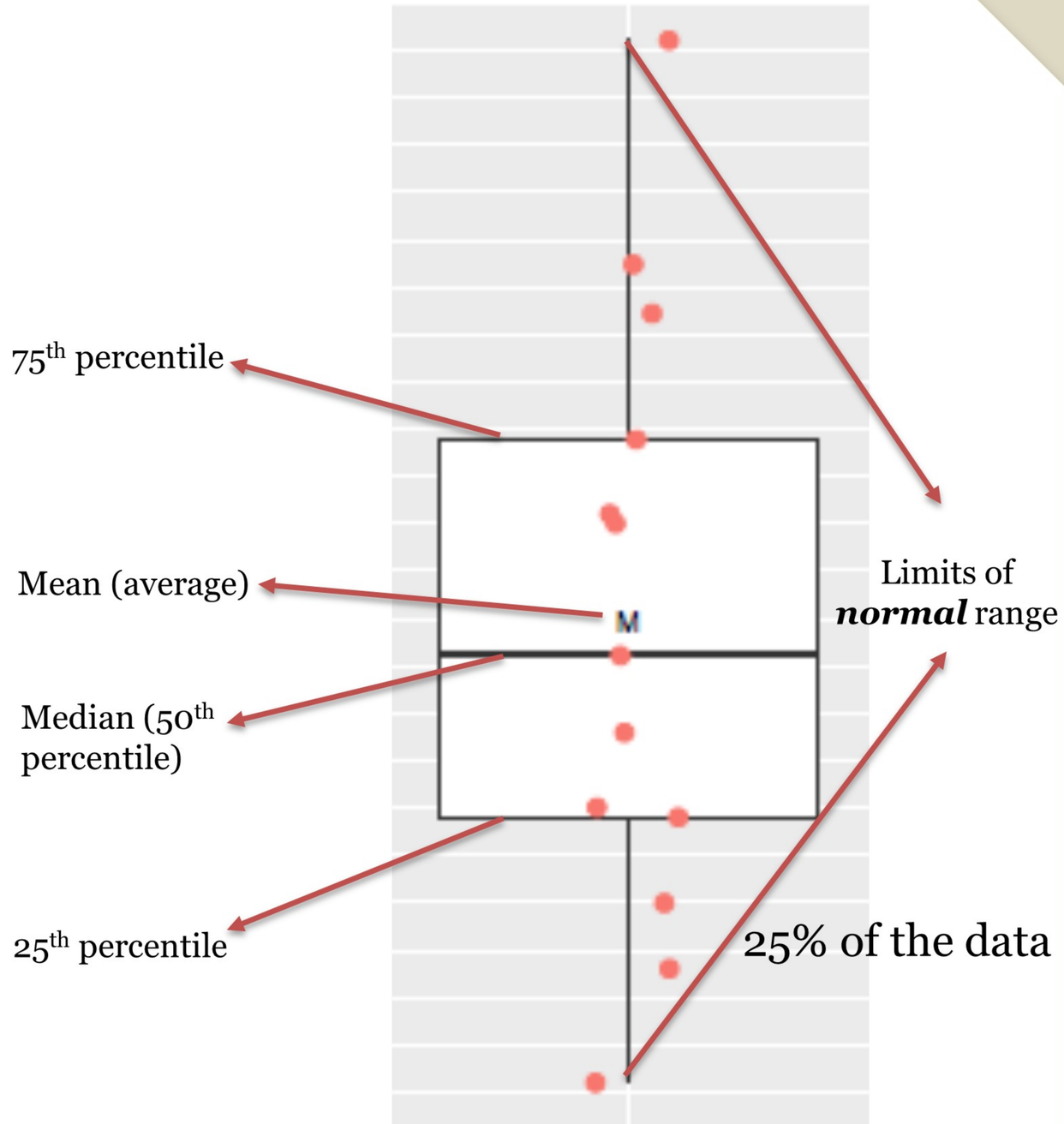
- Basic Definitions
- How **productive** your Company was during 2011, 2012, 2013, 2014, 2015, 2016, 2017, and 2018
- How **profitable** your Company was during 2011, 2012, 2013, 2014, 2015, 2016, 2017, and 2018
- How **cost-effective** your Company was during 2011, 2012, 2013, 2014, 2015, 2016, 2017, and 2018
- How successful you Company was in **managing and staffing its people**
  - Project management personnel
  - Bargaining unit employees

Basic Definitions

- Bargaining Unit Employees (Craft Workers)
  - Craft workers including apprentices, journeymen, foremen, pre-fab shop workers (if any), material handlers (if any), construction wiremen (if any), etc.
- Project Management Personnel
  - Personnel primarily responsible for managing construction projects. These personnel are project managers/executives, project engineers/project manager assistants, and superintendents serving as project managers
- Revenue
  - Revenue achieved by the company from construction projects
- Value-Added
  - Revenue minus both cost of materials purchased by the company and payments disbursed to subcontractors as well as owner-paid premiums
- Net Profit
  - Net profit achieved by the company from construction projects before tax deductions
- Fixed Company Overhead
  - Costs that do not vary as a result of change in workload; they are needed in order to operate the business including administrative-personnel salaries, accounting personnel salaries, office personnel salaries, office expenses, company insurance, real estate expenses, etc.
- Variable Overheads
  - Costs that are not discretely charged to a specific project and tend to vary depending on the revenue of the company.

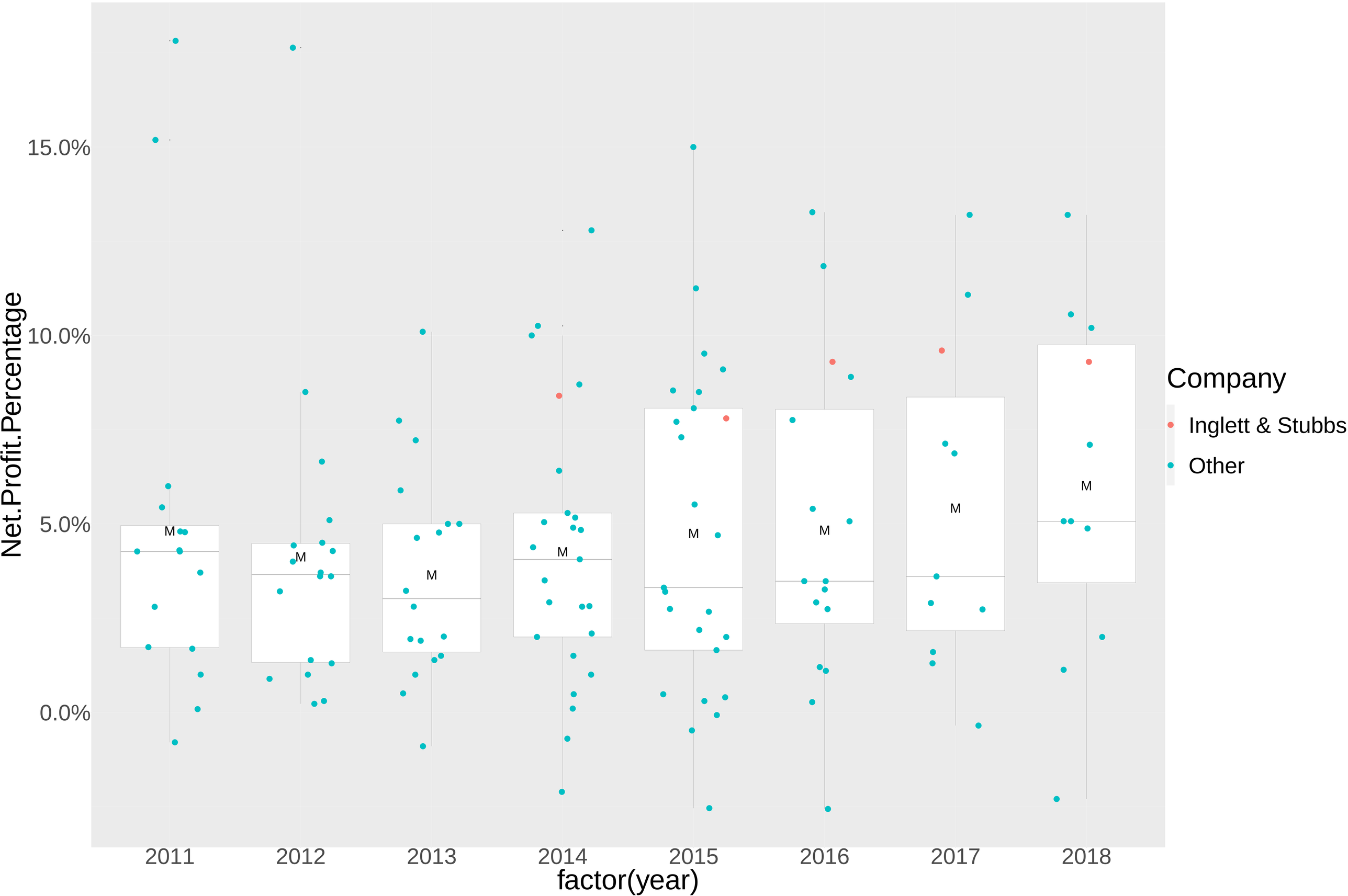
Basic Definitions – Box-and-Whisker Plot

- 75th percentile
  - Higher than 75% of the data, and lower than the remaining 25%
  - Represented by the top horizontal line of the "box"
- Median (50th percentile)
  - Higher than 50% of the data, and lower than the remaining 50%
  - Represented by the middle horizontal line of the "box"
- 25th percentile
  - Higher than 25% of the data, and lower than the remaining 75%
  - Represented by the lower horizontal line of the "box"
- Mean (average)
  - The basic average of the data
  - Represented by "M"
- Limits of normal range
  - Points beyond these limits are called outliers, and are not ***normally*** expected
  - Represented by the ends of the "whiskers"



General Benchmarking

Net Profit Percentage



Net Profit Percentage

2011

75th percentile : 4.96 %

Median 50th percentile: 4.27 %

25th percentile: 1.72 %

Mean (average): 4.82 %

Eckardt : 3.71 %

2012

75th percentile : 4.48 %

Median 50th percentile: 3.66 %

25th percentile: 1.32 %

Mean (average): 4.13 %

Eckardt : 1.39 %

2013

75th percentile : 5.00 %

Median 50th percentile: 3.01 %

25th percentile: 1.60 %

Mean (average): 3.65 %

Eckardt : 2.80 %

2014

75th percentile : 5.29 %

Median 50th percentile: 4.06 %

25th percentile: 2.00 %

Mean (average): 4.27 %

Eckardt : 0.48 %

2015

75th percentile : 8.07 %

Median 50th percentile: 3.31 %

25th percentile: 1.65 %

Mean (average): 4.75 %

Eckardt : −2.54 %

2016

75th percentile : 8.04 %

Median 50th percentile: 3.48 %

25th percentile: 2.35 %

Mean (average): 4.84 %

Eckardt : NA %

2017

75th percentile : 8.37 %

Median 50th percentile: 3.61 %

25th percentile: 2.16 %

Mean (average): 5.42 %

Eckardt : NA %

2018

75th percentile : 9.75 %

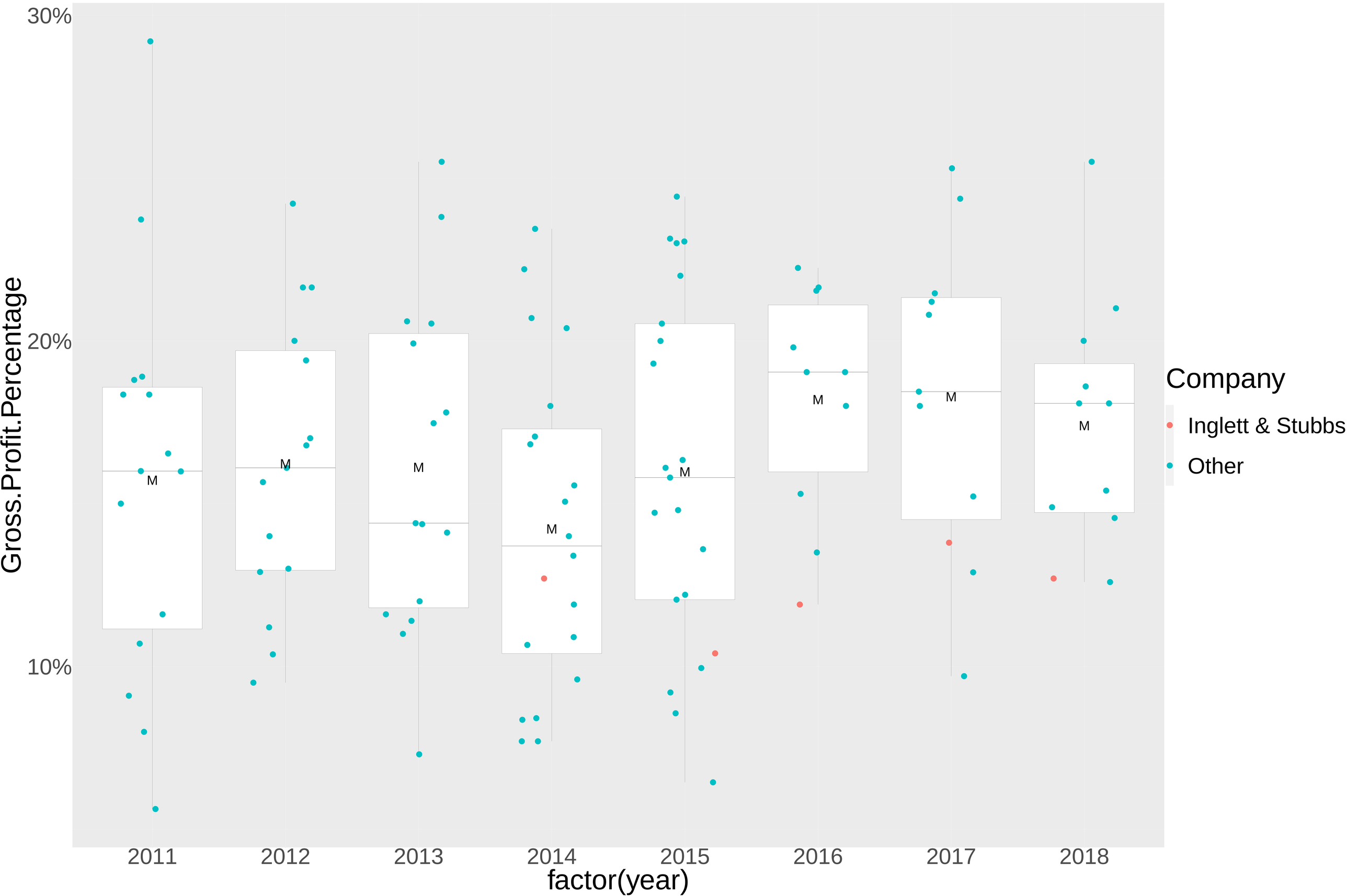
Median 50th percentile: 5.07 %

25th percentile: 3.44 %

Mean (average): 6.02 %

Eckardt : NA %

Gross Profit Percentage



Gross Profit Percentage

2011

75th percentile : 18.58 %

Median 50th percentile: 16.00 %

25th percentile: 11.15 %

Mean (average): 15.72 %

Eckardt : 18.80 %

2012

75th percentile : 19.70 %

Median 50th percentile: 16.10 %

25th percentile: 12.95 %

Mean (average): 16.23 %

Eckardt : 19.40 %

2013

75th percentile : 20.23 %

Median 50th percentile: 14.40 %

25th percentile: 11.80 %

Mean (average): 16.12 %

Eckardt : 17.80 %

2014

75th percentile : 17.29 %

Median 50th percentile: 13.70 %

25th percentile: 10.39 %

Mean (average): 14.23 %

Eckardt : 13.40 %

2015

75th percentile : 20.53 %

Median 50th percentile: 15.80 %

25th percentile: 12.05 %

Mean (average): 15.98 %

Eckardt : 19.30 %

2016

75th percentile : 21.10 %

Median 50th percentile: 19.04 %

25th percentile: 15.97 %

Mean (average): 18.20 %

Eckardt : NA %

2017

75th percentile : 21.33 %

Median 50th percentile: 18.44 %

25th percentile: 14.51 %

Mean (average): 18.29 %

Eckardt : NA %

2018

75th percentile : 19.30 %

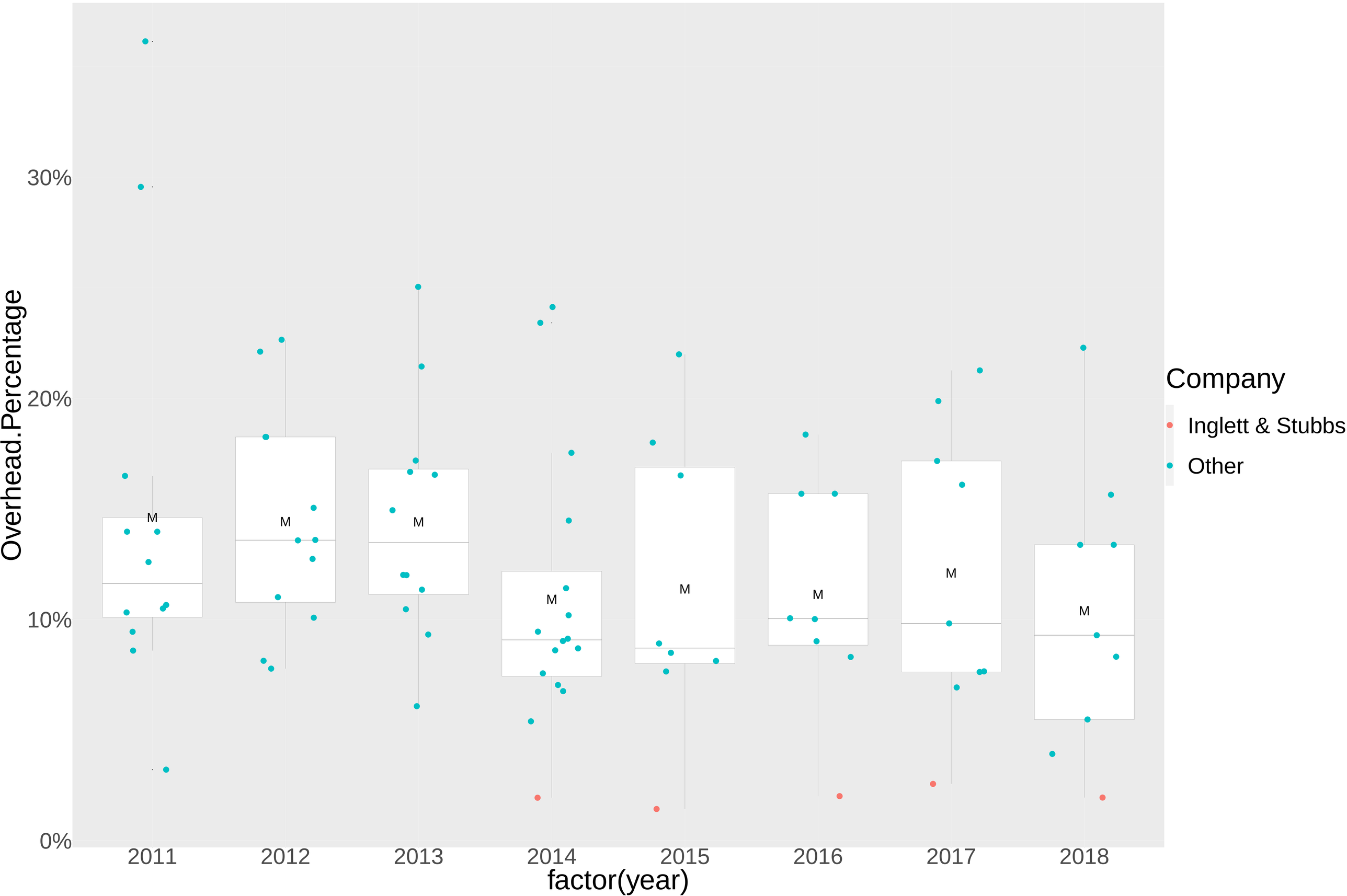
Median 50th percentile: 18.08 %

25th percentile: 14.72 %

Mean (average): 17.40 %

Eckardt : NA %

Overhead Percentage



Overhead Percentage

2011

75th percentile : 14.60 %

Median 50th percentile: 11.62 %

25th percentile: 10.10 %

Mean (average): 14.62 %

Eckardt : 8.59 %

2012

75th percentile : 18.25 %

Median 50th percentile: 13.58 %

25th percentile: 10.77 %

Mean (average): 14.43 %

Eckardt : 12.74 %

2013

75th percentile : 16.80 %

Median 50th percentile: 13.47 %

25th percentile: 11.12 %

Mean (average): 14.42 %

Eckardt : 10.46 %

2014

75th percentile : 12.17 %

Median 50th percentile: 9.07 %

25th percentile: 7.43 %

Mean (average): 10.92 %

Eckardt : 8.69 %

2015

75th percentile : 16.88 %

Median 50th percentile: 8.70 %

25th percentile: 8.00 %

Mean (average): 11.39 %

Eckardt : NA %

2016

75th percentile : 15.68 %

Median 50th percentile: 10.03 %

25th percentile: 8.83 %

Mean (average): 11.14 %

Eckardt : NA %

2017

75th percentile : 17.17 %

Median 50th percentile: 9.82 %

25th percentile: 7.62 %

Mean (average): 12.11 %

Eckardt : NA %

2018

75th percentile : 13.37 %

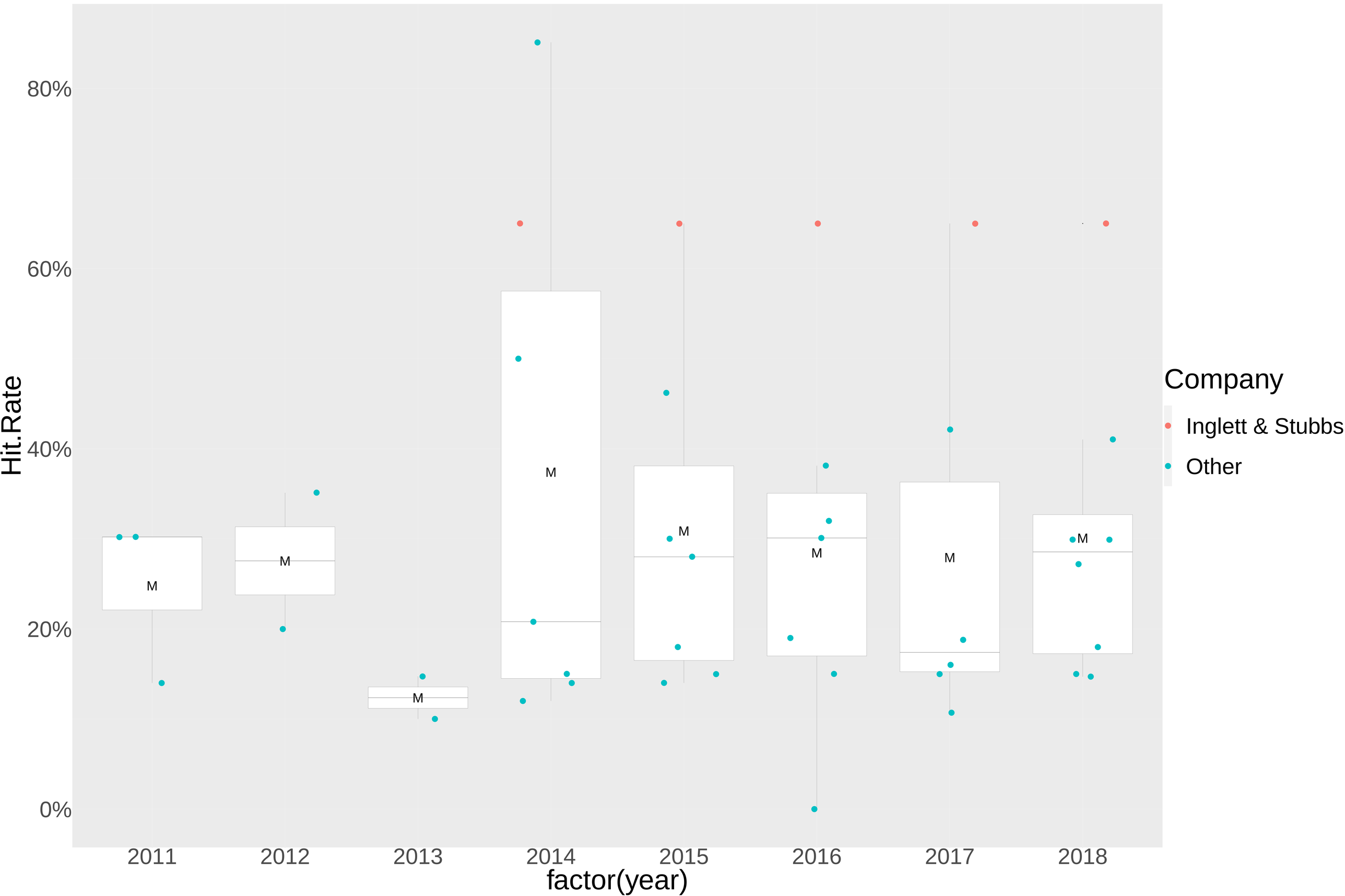
Median 50th percentile: 9.29 %

25th percentile: 5.47 %

Mean (average): 10.40 %

Eckardt : NA %

Hit Rate


80%
60%
40%
20%
0%
Hit.Rate
M
2011
2012
2013
2014
2015
2016
2017
2018
factor(year)
Company
Inglett & Stubbs
Other

Hit Rate

2011

75th percentile : 30.21 %

Median 50th percentile: 22.10 %

25th percentile: 10.50 %

Mean (average): 18.60 %

Eckardt : NA %

2012

75th percentile : 27.56 %

Median 50th percentile: 20.00 %

25th percentile: 10.00 %

Mean (average): 18.37 %

Eckardt : NA %

2013

75th percentile : 12.37 %

Median 50th percentile: 10.00 %

25th percentile: 5.00 %

Mean (average): 8.25 %

Eckardt : NA %

2014

75th percentile : 35.40 %

Median 50th percentile: 15.00 %

25th percentile: 13.00 %

Mean (average): 25.26 %

Eckardt : NA %

2015

75th percentile : 29.00 %

Median 50th percentile: 18.00 %

25th percentile: 14.50 %

Mean (average): 24.29 %

Eckardt : NA %

2016

75th percentile : 31.05 %

Median 50th percentile: 19.00 %

25th percentile: 7.50 %

Mean (average): 23.01 %

Eckardt : NA %

2017

75th percentile : 18.10 %

Median 50th percentile: 15.50 %

25th percentile: 11.77 %

Mean (average): 20.92 %

Eckardt : NA %

2018

75th percentile : 29.90 %

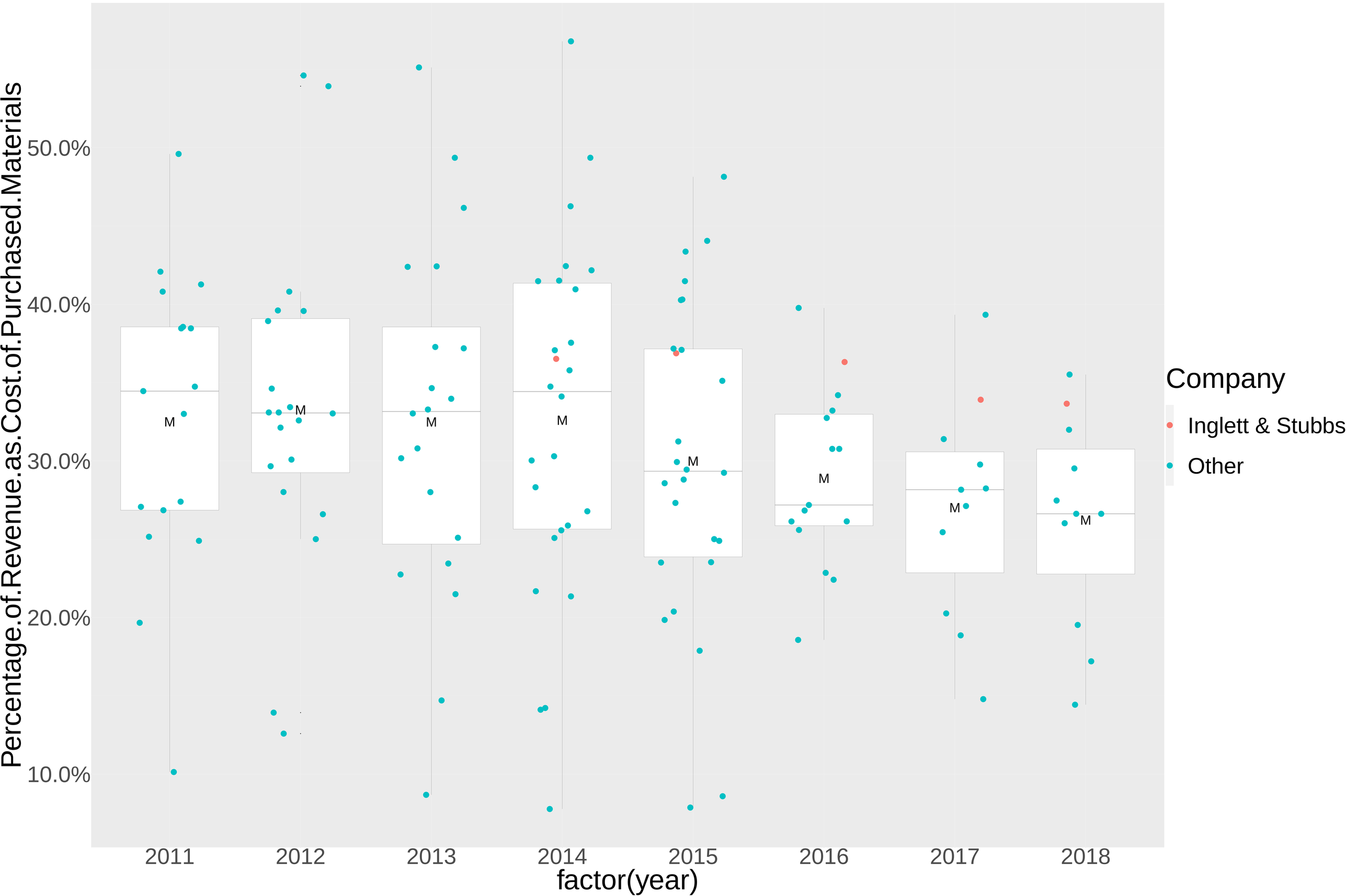
Median 50th percentile: 22.60 %

25th percentile: 14.92 %

Mean (average): 24.96 %

Eckardt : NA %

Cost of Purchased Materials by the Company



Cost of Purchased Materials by the Company

2011

75th percentile : 38.56 %

Median 50th percentile: 34.45 %

25th percentile: 26.84 %

Mean (average): 32.50 %

Eckardt : 40.80 %

2012

75th percentile : 39.08 %

Median 50th percentile: 33.06 %

25th percentile: 29.24 %

Mean (average): 33.26 %

Eckardt : 33.03 %

2013

75th percentile : 38.55 %

Median 50th percentile: 33.15 %

25th percentile: 24.68 %

Mean (average): 32.49 %

Eckardt : 49.35 %

2014

75th percentile : 41.34 %

Median 50th percentile: 34.42 %

25th percentile: 25.64 %

Mean (average): 32.60 %

Eckardt : 41.47 %

2015

75th percentile : 37.15 %

Median 50th percentile: 29.34 %

25th percentile: 23.87 %

Mean (average): 29.99 %

Eckardt : 27.31 %

2016

75th percentile : 32.97 %

Median 50th percentile: 27.18 %

25th percentile: 25.86 %

Mean (average): 28.89 %

Eckardt : NA %

2017

75th percentile : 30.58 %

Median 50th percentile: 28.16 %

25th percentile: 22.85 %

Mean (average): 27.02 %

Eckardt : NA %

2018

75th percentile : 30.75 %

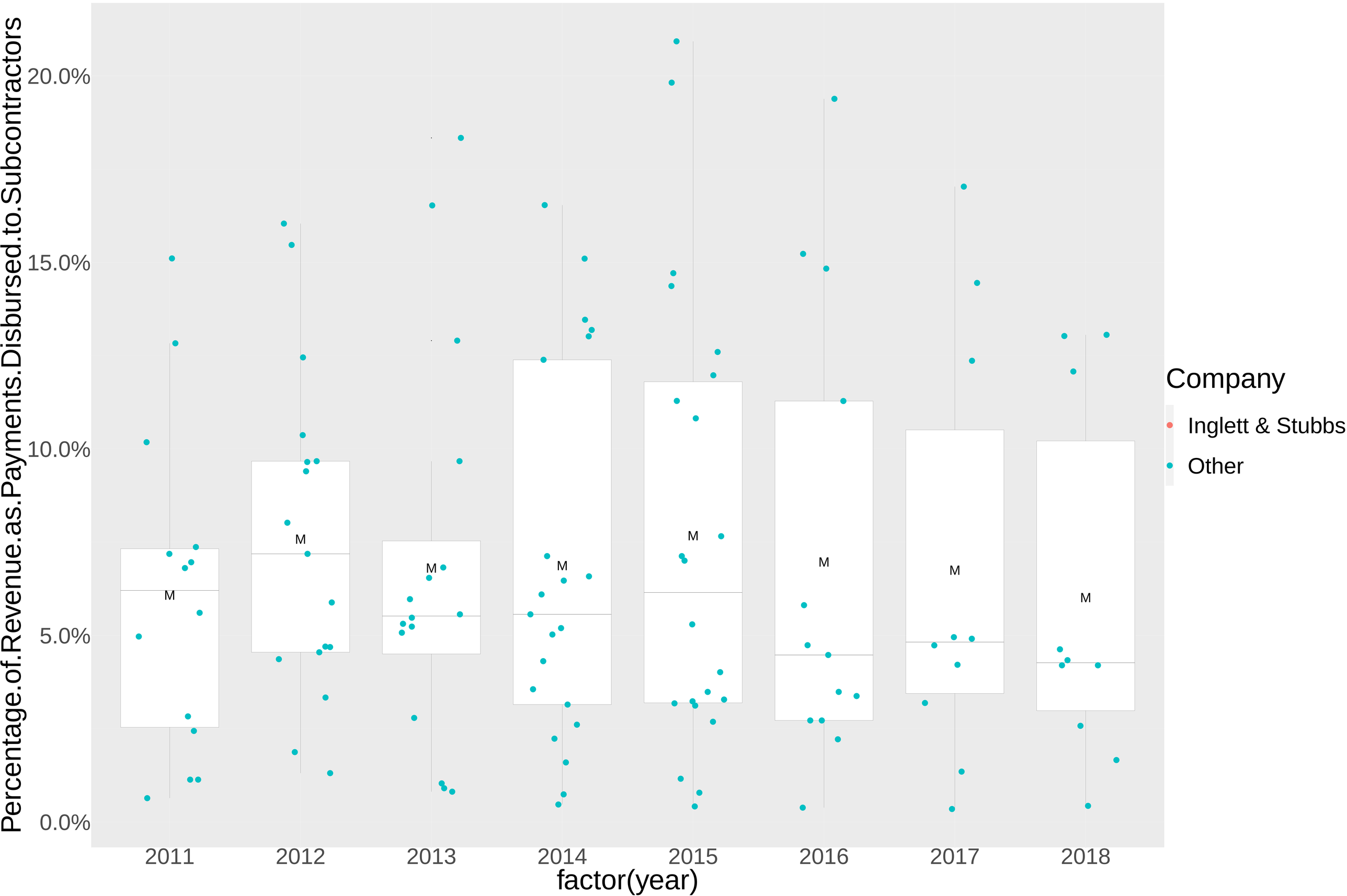
Median 50th percentile: 26.62 %

25th percentile: 22.77 %

Mean (average): 26.23 %

Eckardt : NA %

Payments Disbursed to Subcontractors



Payments Disbursed to Subcontractor

2011

75th percentile : 7.32 %

Median 50th percentile: 6.20 %

25th percentile: 2.54 %

Mean (average): 6.08 %

Eckardt : 7.18 %

2012

75th percentile : 9.67 %

Median 50th percentile: 7.18 %

25th percentile: 4.55 %

Mean (average): 7.58 %

Eckardt : 9.67 %

2013

75th percentile : 7.53 %

Median 50th percentile: 5.52 %

25th percentile: 4.50 %

Mean (average): 6.81 %

Eckardt : 5.56 %

2014

75th percentile : 12.39 %

Median 50th percentile: 5.56 %

25th percentile: 3.15 %

Mean (average): 6.88 %

Eckardt : 7.12 %

2015

75th percentile : 11.80 %

Median 50th percentile: 6.15 %

25th percentile: 3.19 %

Mean (average): 7.68 %

Eckardt : 11.28 %

2016

75th percentile : 11.28 %

Median 50th percentile: 4.47 %

25th percentile: 2.72 %

Mean (average): 6.97 %

Eckardt : NA %

2017

75th percentile : 10.51 %

Median 50th percentile: 4.82 %

25th percentile: 3.44 %

Mean (average): 6.75 %

Eckardt : NA %

2018

75th percentile : 10.21 %

Median 50th percentile: 4.27 %

25th percentile: 2.98 %

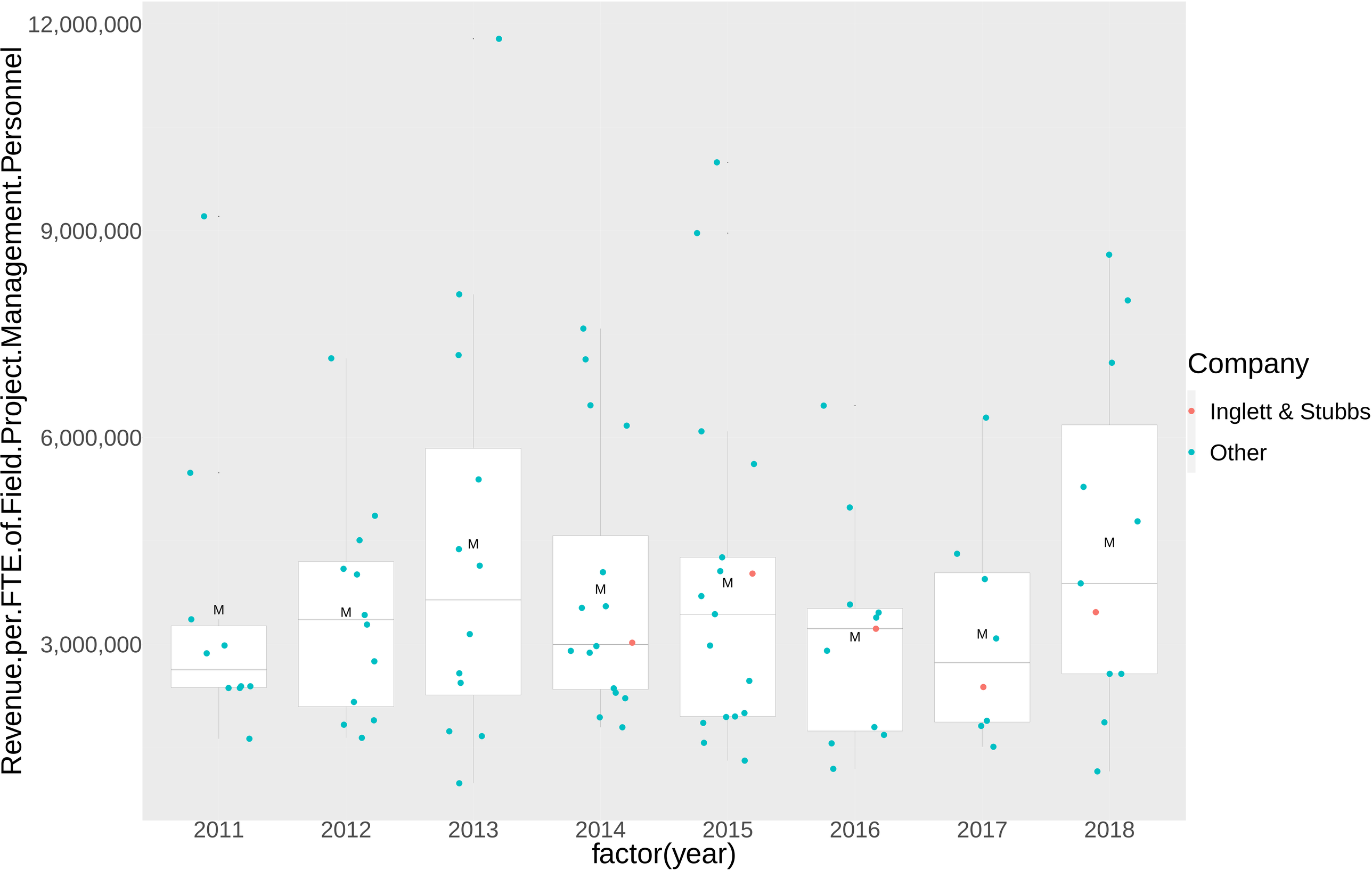
Mean (average): 6.02 %

Eckardt : NA %

Overall Productivity Measurement

Analysis by FTE ($/FTE)

Project Management Productivity Measurement: Dollar Revenue/FTEs of Project Management Personnel



Project Management Productivity Measurement:

Dollar Revenue/FTEs of Project Management Personnel

2011

75th percentile : 3,265,662

Median 50th percentile: 2,627,725

25th percentile: 2,370,370

Mean (average): 3,503,598

Eckardt : 2,363,520

2012

75th percentile : 4,196,848

Median 50th percentile: 3,353,700

25th percentile: 2,094,510

Mean (average): 3,467,491

Eckardt : 1,830,720

2013

75th percentile : 5,841,670

Median 50th percentile: 3,641,990

25th percentile: 2,262,332

Mean (average): 4,458,865

Eckardt : 2,438,170

2014

75th percentile : 4,575,948

Median 50th percentile: 2,996,280

25th percentile: 2,343,248

Mean (average): 3,802,661

Eckardt : 2,971,800

2015

75th percentile : 4,260,110

Median 50th percentile: 3,435,000

25th percentile: 1,950,360

Mean (average): 3,894,770

Eckardt : 1,568,480

2016

75th percentile : 3,516,730

Median 50th percentile: 3,224,020

25th percentile: 1,739,775

Mean (average): 3,111,195

Eckardt : NA

2017

75th percentile : 4,036,030

Median 50th percentile: 2,730,255

25th percentile: 1,869,055

Mean (average): 3,151,985

Eckardt : NA

2018

75th percentile : 6,183,200

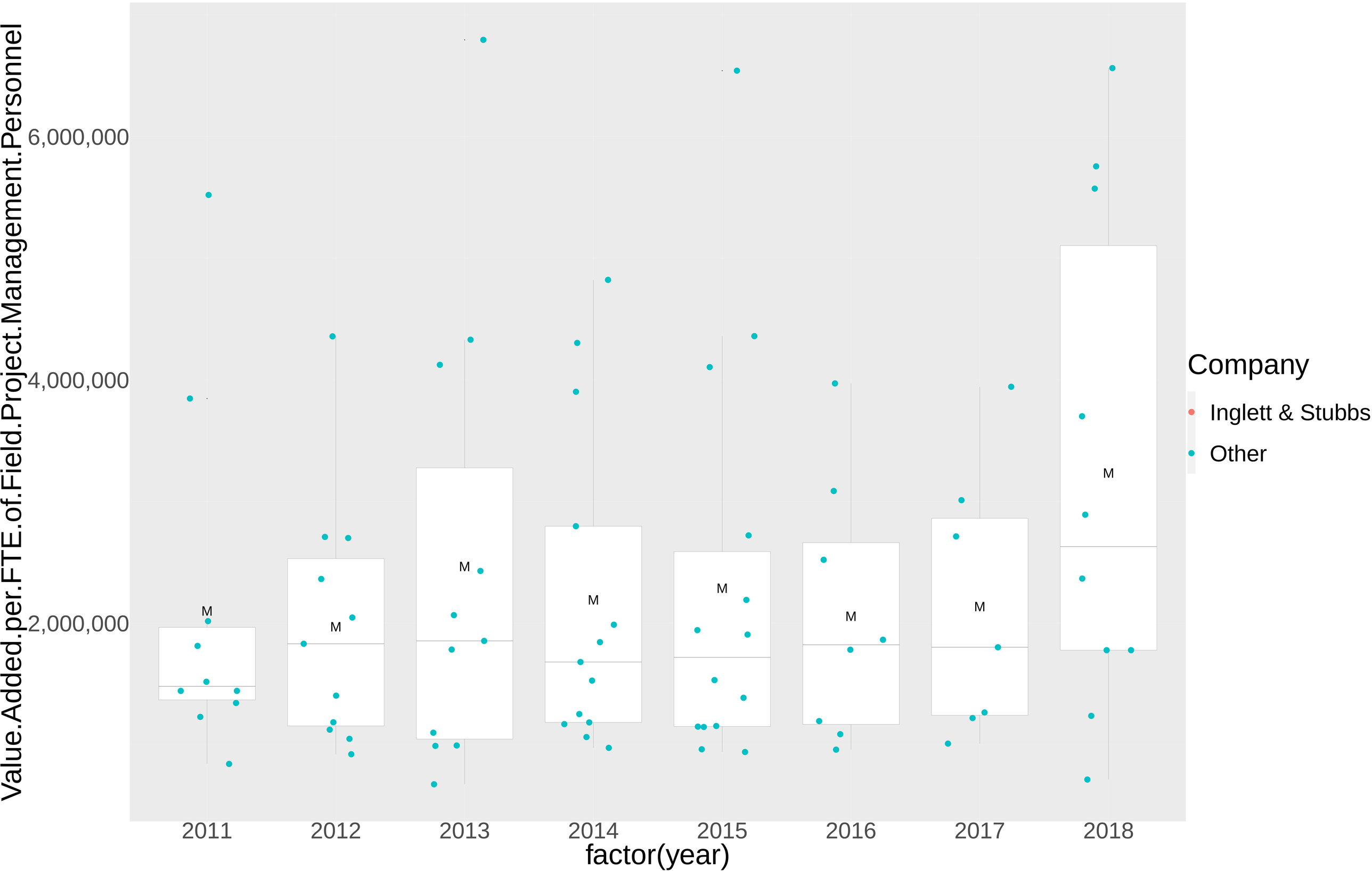
Median 50th percentile: 3,881,920

25th percentile: 2,569,330

Mean (average): 4,481,204

Eckardt : NA

Project Management Productivity Measurement: Dollar Value Added/FTEs of Project Management



Project Management Productivity Measurement:
Dollar Value Added/FTEs of Project Management

2011

75th percentile : 1,965,548

Median 50th percentile: 1,480,475

25th percentile: 1,368,345

Mean (average): 2,101,494

Eckardt : 1,229,290

2012

75th percentile : 2,531,345

Median 50th percentile: 1,830,530

25th percentile: 1,154,540

Mean (average): 1,971,829

Eckardt : 1,049,090

2013

75th percentile : 3,276,270

Median 50th percentile: 1,853,850

25th percentile: 1,046,656

Mean (average): 2,467,222

Eckardt : 1,099,170

2014

75th percentile : 2,797,000

Median 50th percentile: 1,680,510

25th percentile: 1,183,740

Mean (average): 2,192,865

Eckardt : 1,527,570

2015

75th percentile : 2,588,675

Median 50th percentile: 1,718,725

25th percentile: 1,150,372

Mean (average): 2,288,403

Eckardt : 963,099

2016

75th percentile : 2,662,055

Median 50th percentile: 1,822,360

25th percentile: 1,167,888

Mean (average): 2,058,036

Eckardt : NA

2017

75th percentile : 2,861,915

Median 50th percentile: 1,801,530

25th percentile: 1,242,660

Mean (average): 2,137,631

Eckardt : NA

2018

75th percentile : 5,104,105

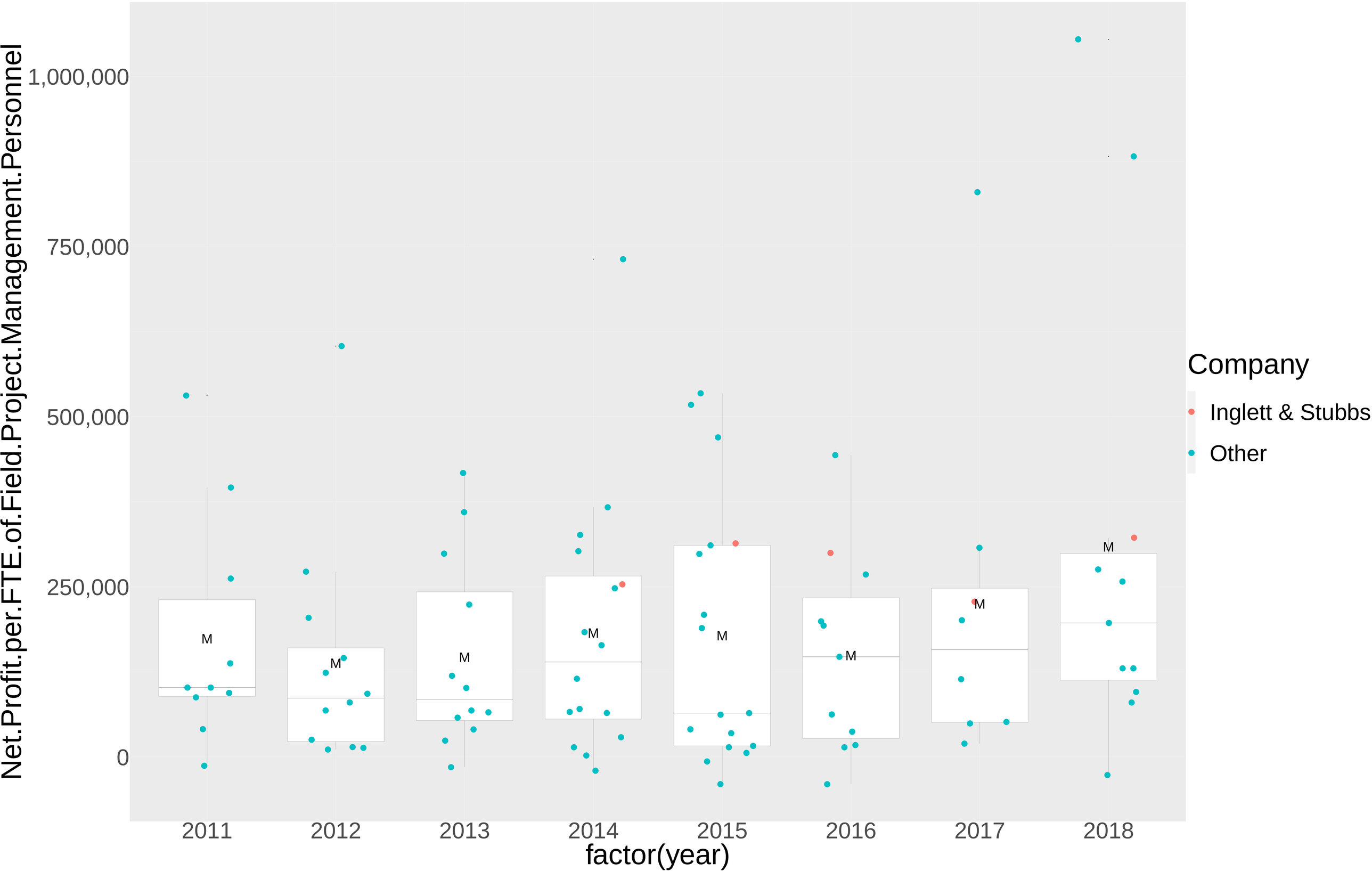
Median 50th percentile: 2,628,910

25th percentile: 1,777,600

Mean (average): 3,235,542

Eckardt : NA

Project Management Profitability Measurement:
Dollar Net Profit /FTEs of Project Management Personnel



Project Management Profitability Measurement:

Dollar Net Profit /FTEs of Project Management Personnel

2011

75th percentile : 231,086

Median 50th percentile: 101,997

25th percentile: 89,267

Mean (average): 174,066

Eckardt : 87,657

2012

75th percentile : 160,253

Median 50th percentile: 86,538

25th percentile: 22,683

Mean (average): 137,990

Eckardt : 25,384

2013

75th percentile : 242,641

Median 50th percentile: 84,914

25th percentile: 53,480

Mean (average): 146,830

Eckardt : 68,367

2014

75th percentile : 265,904

Median 50th percentile: 139,586

25th percentile: 55,772

Mean (average): 182,379

Eckardt : 14,265

2015

75th percentile : 310,988

Median 50th percentile: 64,510

25th percentile: 16,239

Mean (average): 178,565

Eckardt : −39,898

2016

75th percentile : 233,745

Median 50th percentile: 147,254

25th percentile: 27,389

Mean (average): 149,344

Eckardt : NA

2017

75th percentile : 248,067

Median 50th percentile: 157,644

25th percentile: 50,980

Mean (average): 225,178

Eckardt : NA

2018

75th percentile : 298,914

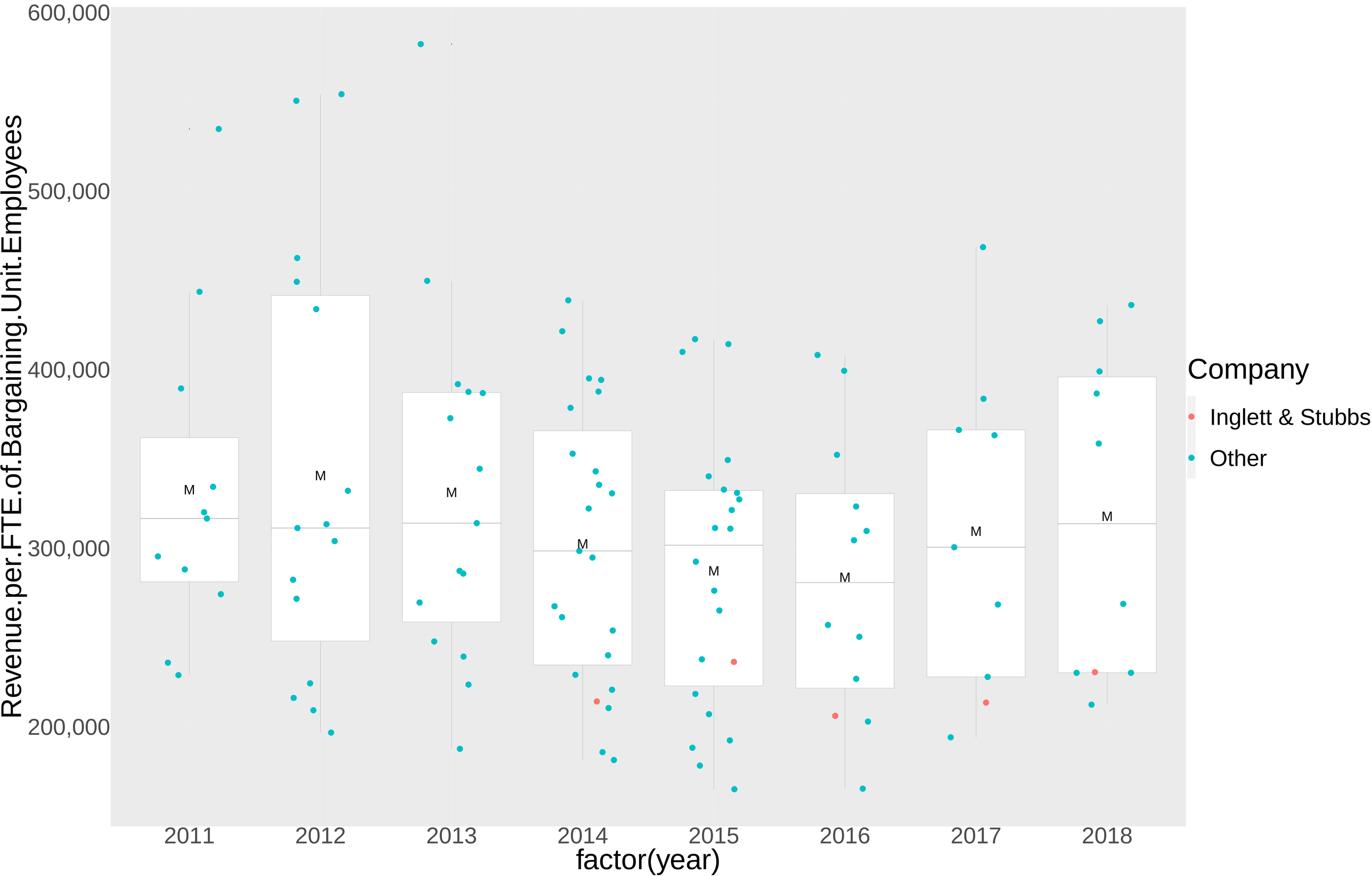
Median 50th percentile: 196,976

25th percentile: 112,954

Mean (average): 309,026

Eckardt : NA

Craft Worker Productivity Measurement:
Dollar Revenue/ FTEs of Bargaining Unit Employees



Craft Worker Productivity Measurement:

Dollar Revenue/ FTEs of Bargaining Unit Employees

2011

75th percentile : 361,803

Median 50th percentile: 316,519

25th percentile: 281,068

Mean (average): 332,747

Eckardt : 228,818

2012

75th percentile : 441,397

Median 50th percentile: 311,176

25th percentile: 247,892

Mean (average): 340,661

Eckardt : 196,644

2013

75th percentile : 387,084

Median 50th percentile: 313,924

25th percentile: 258,550

Mean (average): 331,253

Eckardt : 247,641

2014

75th percentile : 365,644

Median 50th percentile: 298,347

25th percentile: 234,464

Mean (average): 302,409

Eckardt : 181,265

2015

75th percentile : 332,247

Median 50th percentile: 301,570

25th percentile: 222,760

Mean (average): 287,288

Eckardt : 164,939

2016

75th percentile : 330,470

Median 50th percentile: 280,616

25th percentile: 221,540

Mean (average): 283,708

Eckardt : NA

2017

75th percentile : 366,125

Median 50th percentile: 300,437

25th percentile: 227,819

Mean (average): 309,474

Eckardt : NA

2018

75th percentile : 395,774

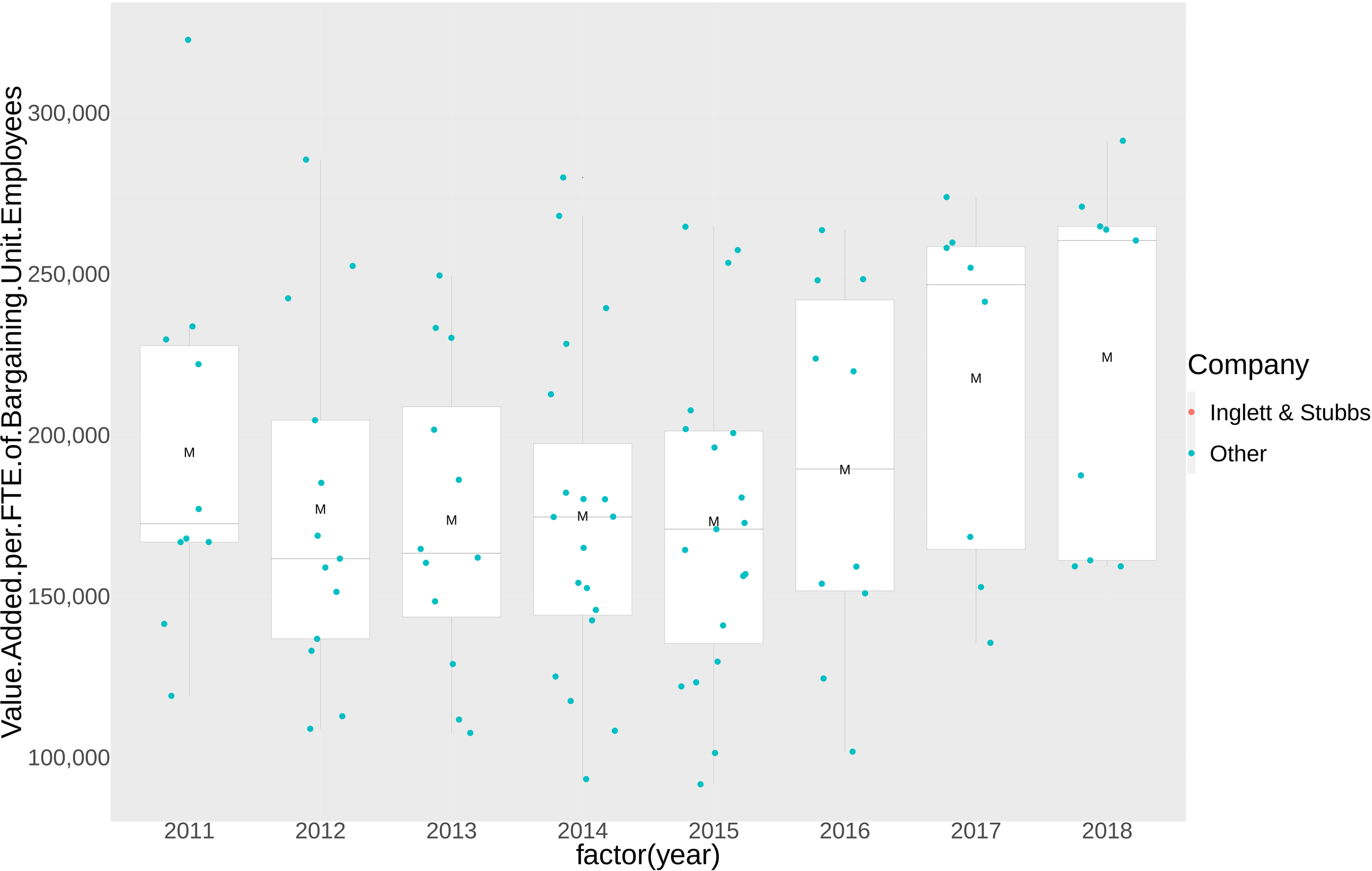
Median 50th percentile: 313,585

25th percentile: 230,188

Mean (average): 317,851

Eckardt : NA

Craft Worker Productivity Measurement:
Dollar Value Added/ FTEs of Bargaining Unit



Craft Worker Productivity Measurement:

Dollar Value Added/ FTEs of Bargaining Unit Employees

2011

75th percentile : 227,674

Median 50th percentile: 172,396

25th percentile: 166,706

Mean (average): 194,622

Eckardt : 119,011

2012

75th percentile : 204,530

Median 50th percentile: 161,559

25th percentile: 136,684

Mean (average): 177,009

Eckardt : 112,687

2013

75th percentile : 208,707

Median 50th percentile: 163,247

25th percentile: 143,450

Mean (average): 173,610

Eckardt : 111,641

2014

75th percentile : 197,294

Median 50th percentile: 174,503

25th percentile: 144,056

Mean (average): 174,856

Eckardt : 93,174

2015

75th percentile : 201,158

Median 50th percentile: 170,727

25th percentile: 135,233

Mean (average): 173,196

Eckardt : 101,278

2016

75th percentile : 241,854

Median 50th percentile: 189,392

25th percentile: 151,554

Mean (average): 189,282

Eckardt : NA

2017

75th percentile : 258,392

Median 50th percentile: 246,557

25th percentile: 164,416

Mean (average): 217,623

Eckardt : NA

2018

75th percentile : 264,674

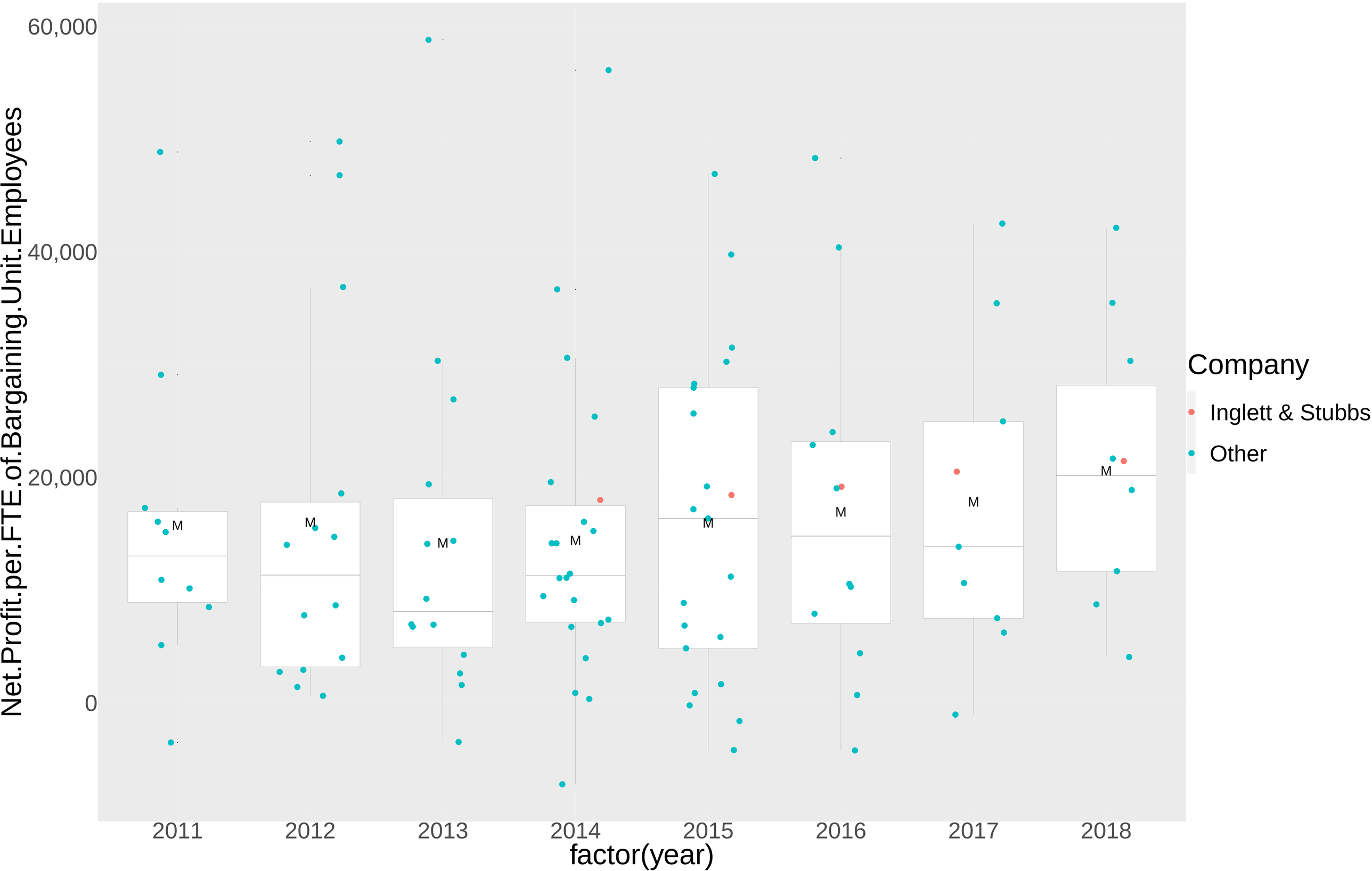
Median 50th percentile: 260,284

25th percentile: 161,021

Mean (average): 224,156

Eckardt : NA

Craft Worker Profitability Measurement:
Dollar Net Profit / FTEs of Bargaining Unit Employees



Craft Worker Profitability Measurement:

Dollar Net Profit / FTEs of Bargaining Unit Employees

2011

75th percentile : 16,971

Median 50th percentile: 13,016

25th percentile: 8,899

Mean (average): 15,749

Eckardt : 8,486

2012

75th percentile : 17,797

Median 50th percentile: 11,322

25th percentile: 3,183

Mean (average): 16,016

Eckardt : 2,727

2013

75th percentile : 18,118

Median 50th percentile: 8,079

25th percentile: 4,871

Mean (average): 14,187

Eckardt : 6,944

2014

75th percentile : 17,495

Median 50th percentile: 11,264

25th percentile: 7,133

Mean (average): 14,410

Eckardt : 870

2015

75th percentile : 27,944

Median 50th percentile: 16,342

25th percentile: 4,823

Mean (average): 15,968

Eckardt : −4,196

2016

75th percentile : 23,149

Median 50th percentile: 14,777

25th percentile: 7,015

Mean (average): 16,941

Eckardt : NA

2017

75th percentile : 24,948

Median 50th percentile: 13,830

25th percentile: 7,495

Mean (average): 17,830

Eckardt : NA

2018

75th percentile : 28,149

Median 50th percentile: 20,148

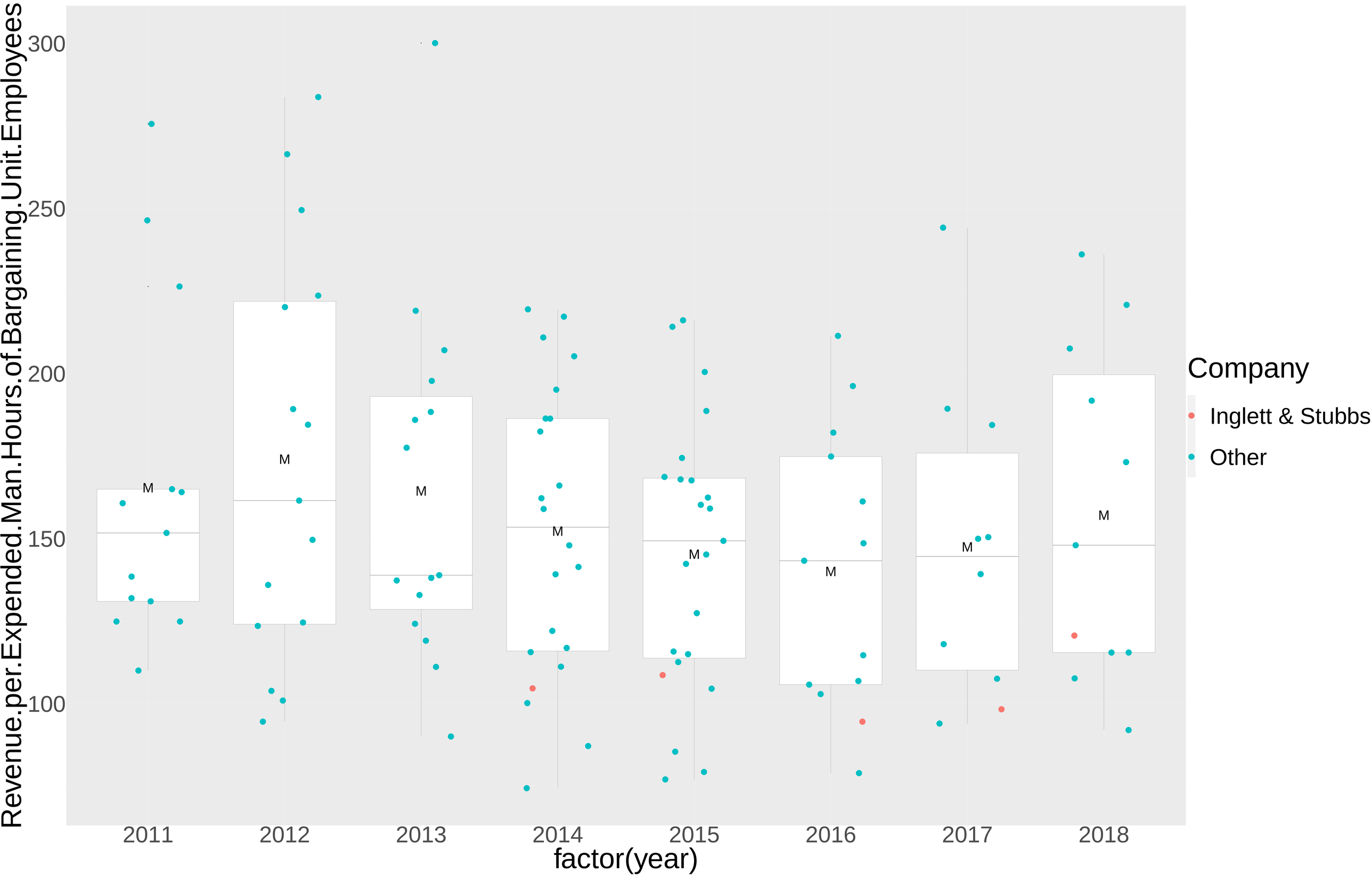
25th percentile: 11,666

Mean (average): 20,595

Eckardt : NA

Analysis by Hours ($/hr)

Craft Worker Productivity Measurement:
Dollar Revenue/ Hours of Bargaining Unit Employees



Craft Worker Productivity Measurement:

Dollar Revenue/ Hours of Bargaining Unit Employees

2011

75th percentile : 165

Median 50th percentile: 152

25th percentile: 131

Mean (average): 165

Eckardt : 110

2012

75th percentile : 222

Median 50th percentile: 161

25th percentile: 124

Mean (average): 174

Eckardt : 95

2013

75th percentile : 193

Median 50th percentile: 139

25th percentile: 129

Mean (average): 164

Eckardt : 119

2014

75th percentile : 186

Median 50th percentile: 153

25th percentile: 116

Mean (average): 152

Eckardt : 87

2015

75th percentile : 168

Median 50th percentile: 149

25th percentile: 114

Mean (average): 145

Eckardt : 79

2016

75th percentile : 175

Median 50th percentile: 143

25th percentile: 106

Mean (average): 140

Eckardt : NA

2017

75th percentile : 176

Median 50th percentile: 145

25th percentile: 110

Mean (average): 148

Eckardt : NA

2018

75th percentile : 200

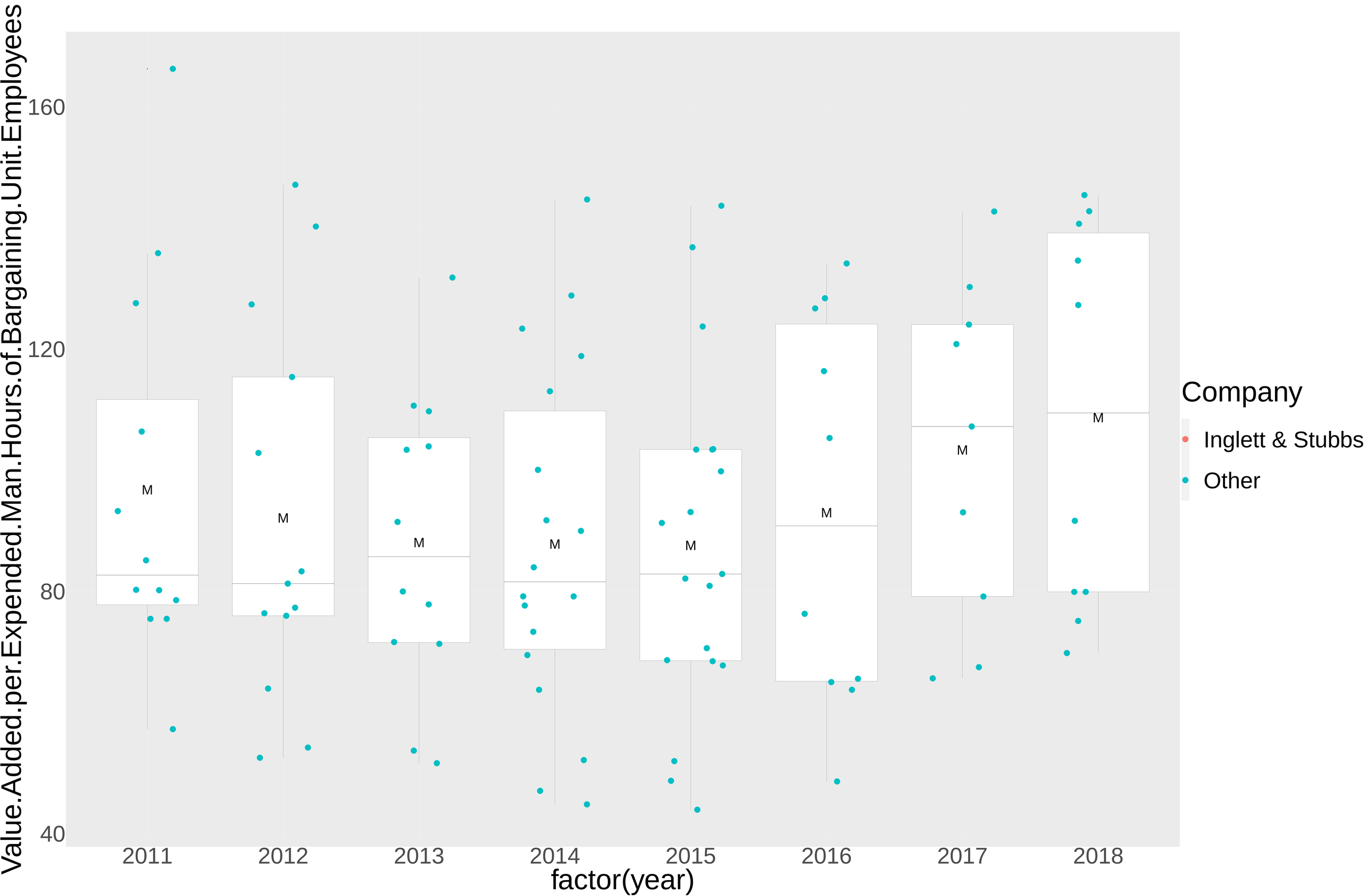
Median 50th percentile: 148

25th percentile: 115

Mean (average): 157

Eckardt : NA

Craft Worker Productivity Measurement:
Dollar Value Added/ Hours of Bargaining Unit



Craft Worker Productivity Measurement:

Dollar Value Added/ Hours of Bargaining Unit

2011

75th percentile : 112

Median 50th percentile: 83

25th percentile: 78

Mean (average): 97

Eckardt : 57

2012

75th percentile : 115

Median 50th percentile: 81

25th percentile: 76

Mean (average): 92

Eckardt : 54

2013

75th percentile : 105

Median 50th percentile: 86

25th percentile: 72

Mean (average): 88

Eckardt : 54

2014

75th percentile : 110

Median 50th percentile: 82

25th percentile: 70

Mean (average): 88

Eckardt : 45

2015

75th percentile : 103

Median 50th percentile: 83

25th percentile: 69

Mean (average): 88

Eckardt : 49

2016

75th percentile : 124

Median 50th percentile: 91

25th percentile: 65

Mean (average): 93

Eckardt : NA

2017

75th percentile : 124

Median 50th percentile: 107

25th percentile: 79

Mean (average): 103

Eckardt : NA

2018

75th percentile : 139

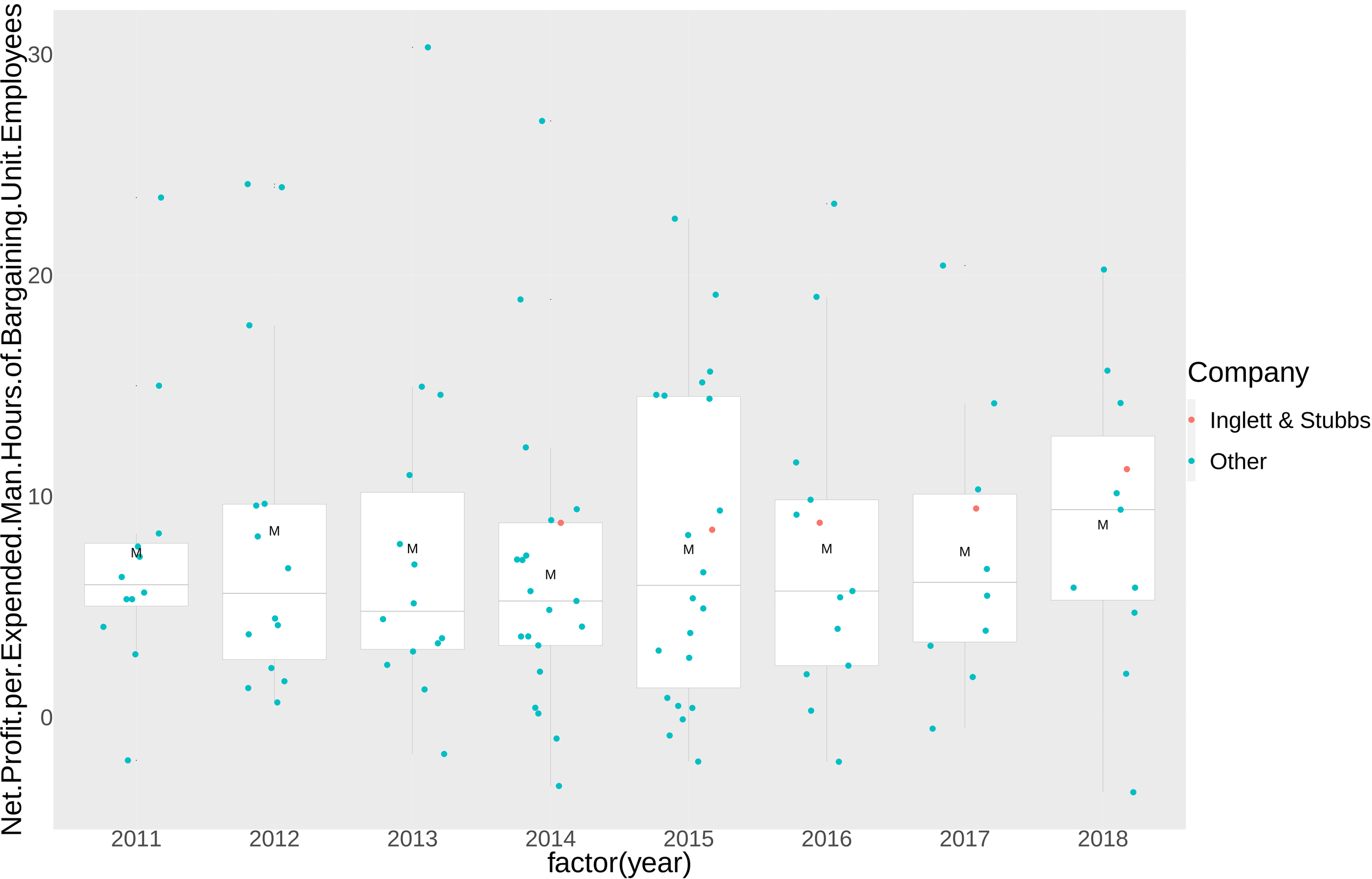
Median 50th percentile: 109

25th percentile: 80

Mean (average): 109

Eckardt : NA

Craft Worker Profitability Measurement:
Dollar Net Profit / Hours of Bargaining Unit Employees



Craft Worker Profitability Measurement:

Dollar Net Profit / Hours of Bargaining Unit Employees

2011

75th percentile : 7.86

Median 50th percentile: 5.98

25th percentile: 5.02

Mean (average): 7.45

Eckardt : 4.08

2012

75th percentile : 9.63

Median 50th percentile: 5.60

25th percentile: 2.60

Mean (average): 8.44

Eckardt : 1.31

2013

75th percentile : 10.17

Median 50th percentile: 4.79

25th percentile: 3.06

Mean (average): 7.64

Eckardt : 3.34

2014

75th percentile : 8.79

Median 50th percentile: 5.25

25th percentile: 3.24

Mean (average): 6.46

Eckardt : 0.42

2015

75th percentile : 14.51

Median 50th percentile: 5.96

25th percentile: 1.32

Mean (average): 7.60

Eckardt : −2.02

2016

75th percentile : 9.83

Median 50th percentile: 5.70

25th percentile: 2.33

Mean (average): 7.63

Eckardt : NA

2017

75th percentile : 10.08

Median 50th percentile: 6.09

25th percentile: 3.39

Mean (average): 7.50

Eckardt : NA

2018

75th percentile : 12.71

Median 50th percentile: 9.38

25th percentile: 5.29

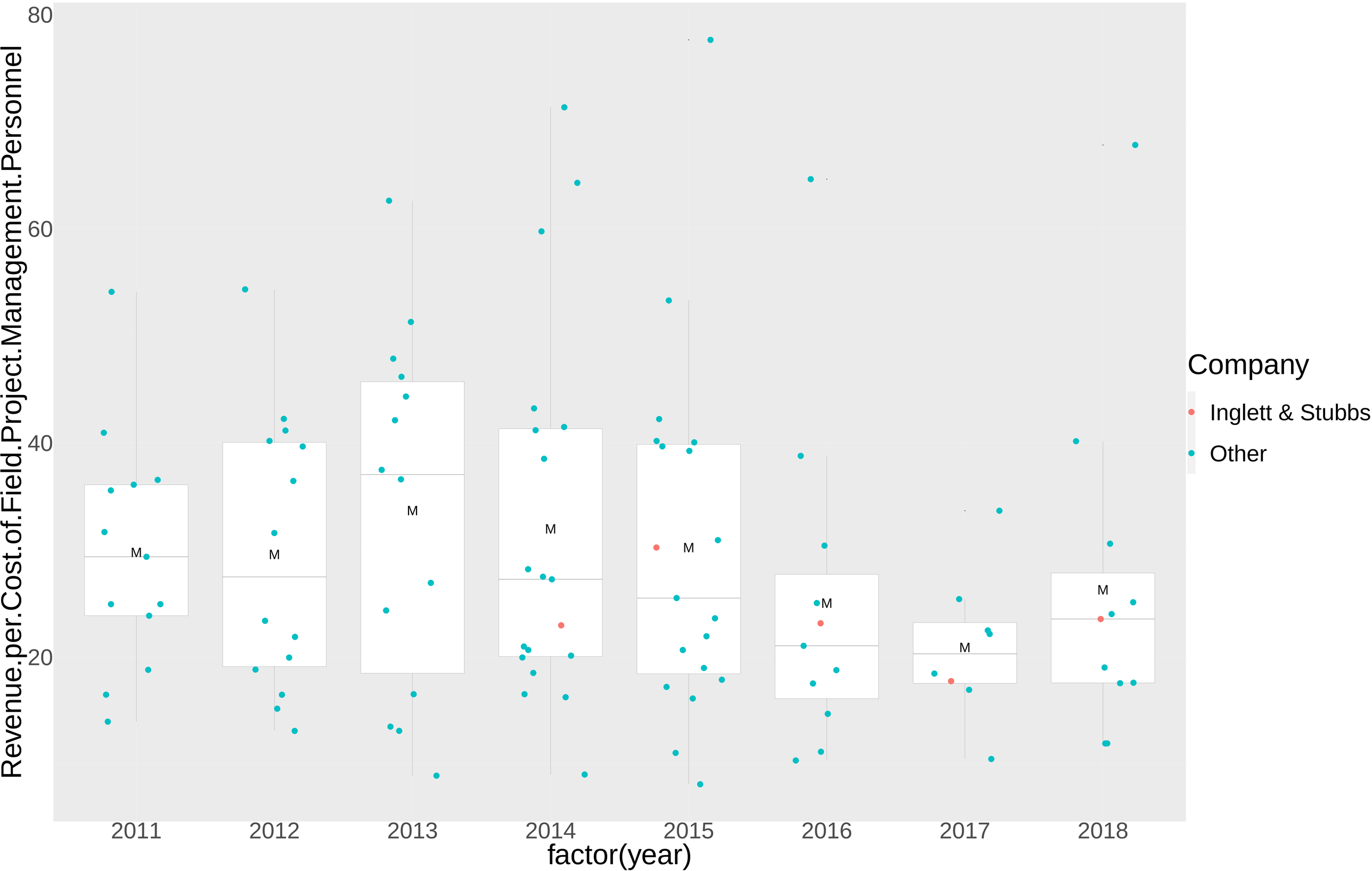
Mean (average): 8.71

Eckardt : NA

Overall Cost Effectiveness

Analysis by Cost ($/$)

Project Management Cost Effectiveness:
Dollar Revenue/ Cost of Project Management Personnel



Project Management Cost Effectiveness:

Dollar Revenue/ Cost of Project Management Personnel

2011

75th percentile : 36.08

Median 50th percentile: 29.35

25th percentile: 23.85

Mean (average): 29.78

Eckardt : 16.47

2012

75th percentile : 40.04

Median 50th percentile: 27.47

25th percentile: 19.10

Mean (average): 29.59

Eckardt : 13.09

2013

75th percentile : 45.70

Median 50th percentile: 37.02

25th percentile: 18.47

Mean (average): 33.69

Eckardt : 16.52

2014

75th percentile : 41.32

Median 50th percentile: 27.25

25th percentile: 20.04

Mean (average): 31.98

Eckardt : 20.65

2015

75th percentile : 39.85

Median 50th percentile: 25.50

25th percentile: 18.42

Mean (average): 30.23

Eckardt : 11.03

2016

75th percentile : 27.71

Median 50th percentile: 21.04

25th percentile: 16.10

Mean (average): 25.04

Eckardt : NA

2017

75th percentile : 23.20

Median 50th percentile: 20.29

25th percentile: 17.53

Mean (average): 20.90

Eckardt : NA

2018

75th percentile : 27.84

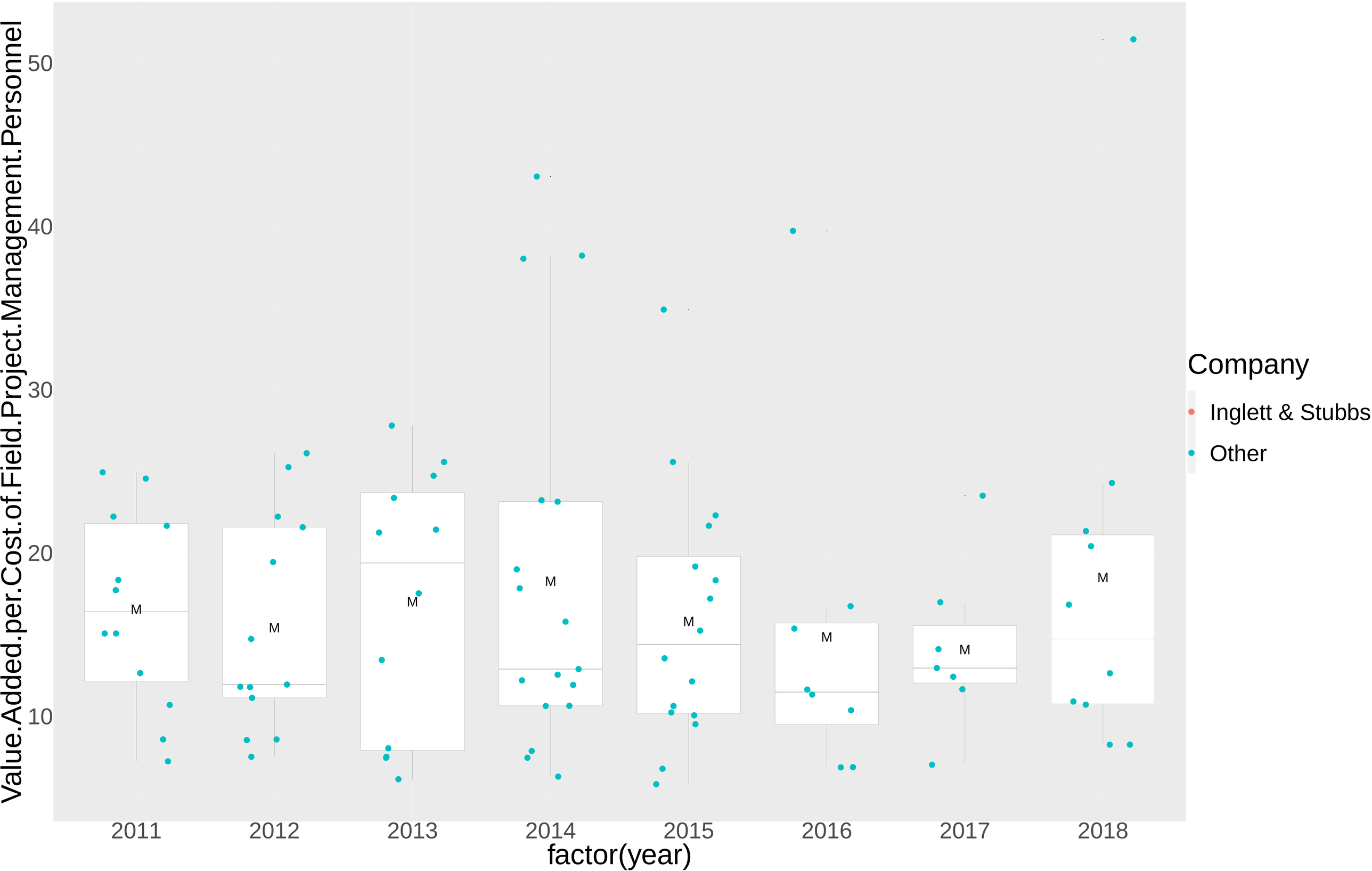
Median 50th percentile: 23.54

25th percentile: 17.57

Mean (average): 26.29

Eckardt : NA

Project Management Cost Effectiveness:
Dollar Value Added/ Cost of Project Management Personnel



Project Management Cost Effectiveness:

Dollar Value Added/ Cost of Project Management Personnel

2011

75th percentile : 21.79

Median 50th percentile: 16.38

25th percentile: 12.14

Mean (average): 16.55

Eckardt : 8.57

2012

75th percentile : 21.56

Median 50th percentile: 11.93

25th percentile: 11.11

Mean (average): 15.42

Eckardt : 7.50

2013

75th percentile : 23.70

Median 50th percentile: 19.37

25th percentile: 7.90

Mean (average): 17.01

Eckardt : 7.45

2014

75th percentile : 23.12

Median 50th percentile: 12.88

25th percentile: 10.63

Mean (average): 18.26

Eckardt : 10.61

2015

75th percentile : 19.78

Median 50th percentile: 14.38

25th percentile: 10.17

Mean (average): 15.81

Eckardt : 6.78

2016

75th percentile : 15.70

Median 50th percentile: 11.47

25th percentile: 9.48

Mean (average): 14.85

Eckardt : NA

2017

75th percentile : 15.53

Median 50th percentile: 12.94

25th percentile: 12.02

Mean (average): 14.08

Eckardt : NA

2018

75th percentile : 21.09

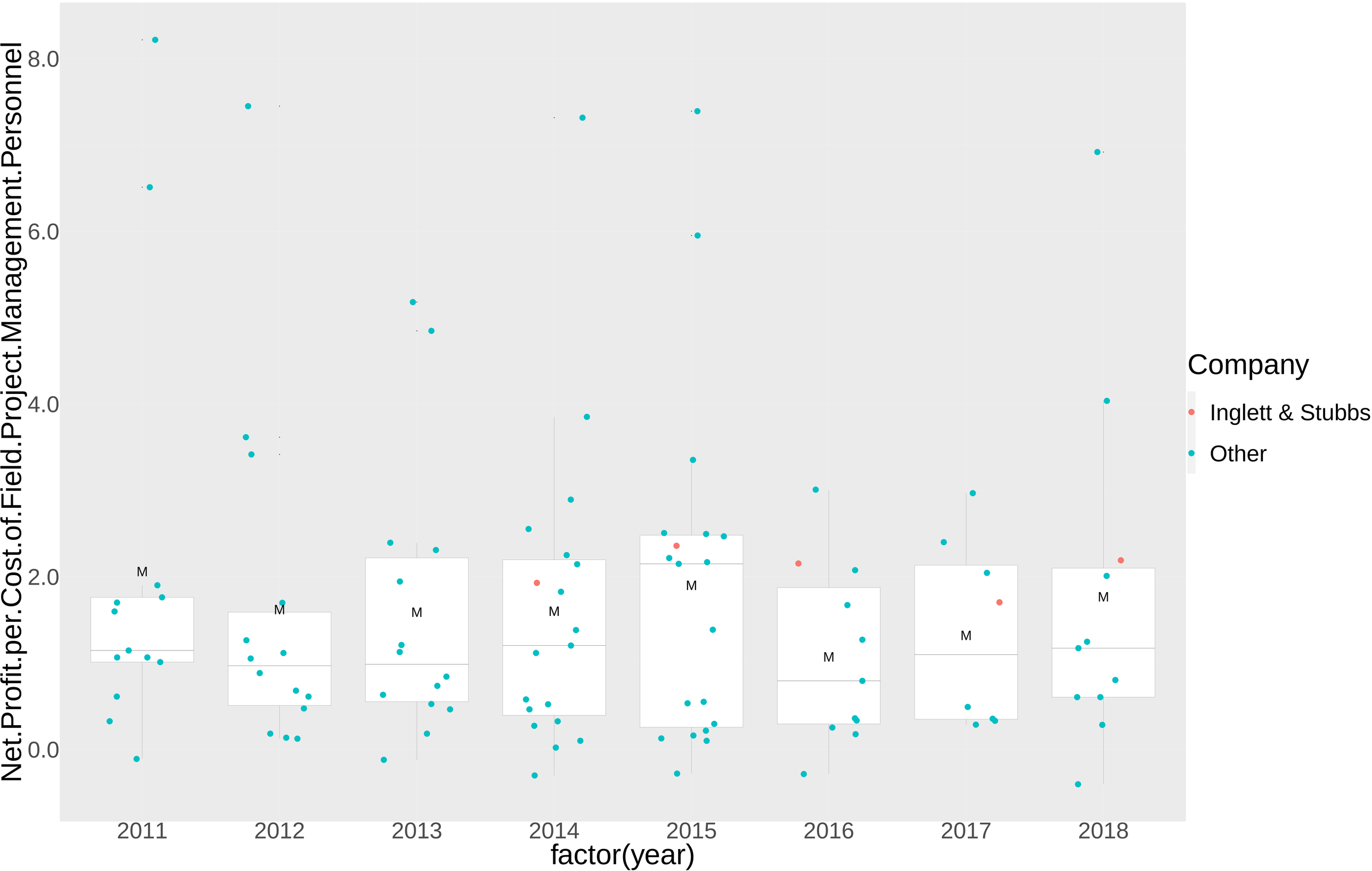
Median 50th percentile: 14.72

25th percentile: 10.74

Mean (average): 18.49

Eckardt : NA

Project Management Cost Effectiveness:
Dollar Net Profit / Cost of Project Management Personnel



Project Management Cost Effectiveness:

Dollar Net Profit / Cost of Project Management Personnel

2011

75th percentile : 1.76

Median 50th percentile: 1.14

25th percentile: 1.01

Mean (average): 2.06

Eckardt : 0.61

2012

75th percentile : 1.59

Median 50th percentile: 0.97

25th percentile: 0.51

Mean (average): 1.62

Eckardt : 0.18

2013

75th percentile : 2.22

Median 50th percentile: 0.98

25th percentile: 0.55

Mean (average): 1.59

Eckardt : 0.46

2014

75th percentile : 2.20

Median 50th percentile: 1.20

25th percentile: 0.39

Mean (average): 1.60

Eckardt : 0.10

2015

75th percentile : 2.48

Median 50th percentile: 2.15

25th percentile: 0.26

Mean (average): 1.90

Eckardt : −0.28

2016

75th percentile : 1.87

Median 50th percentile: 0.79

25th percentile: 0.29

Mean (average): 1.07

Eckardt : NA

2017

75th percentile : 2.13

Median 50th percentile: 1.10

25th percentile: 0.35

Mean (average): 1.32

Eckardt : NA

2018

75th percentile : 2.10

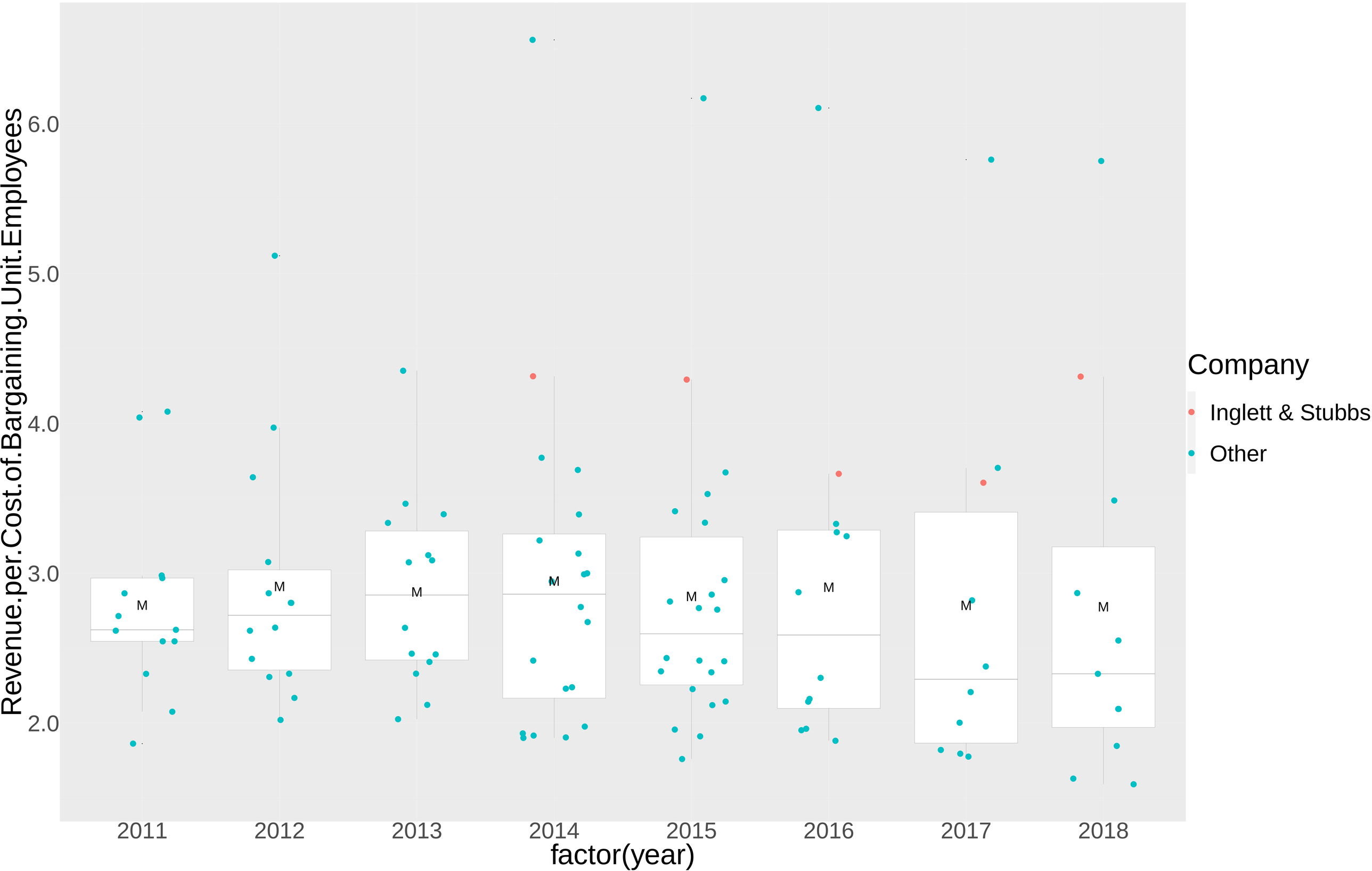
Median 50th percentile: 1.17

25th percentile: 0.60

Mean (average): 1.77

Eckardt : NA

Craft Worker Cost Effectiveness:
Dollar Revenue/ Cost of Bargaining Unit Employees



Craft Worker Cost Effectiveness:
Dollar Revenue/ Cost of Bargaining Unit Employees

2011

75th percentile : 2.97

Median 50th percentile: 2.62

25th percentile: 2.55

Mean (average): 2.79

Eckardt : 2.62

2012

75th percentile : 3.02

Median 50th percentile: 2.72

25th percentile: 2.35

Mean (average): 2.91

Eckardt : 2.33

2013

75th percentile : 3.28

Median 50th percentile: 2.85

25th percentile: 2.42

Mean (average): 2.88

Eckardt : 3.12

2014

75th percentile : 3.26

Median 50th percentile: 2.86

25th percentile: 2.17

Mean (average): 2.95

Eckardt : 2.42

2015

75th percentile : 3.24

Median 50th percentile: 2.60

25th percentile: 2.25

Mean (average): 2.85

Eckardt : 2.14

2016

75th percentile : 3.29

Median 50th percentile: 2.59

25th percentile: 2.10

Mean (average): 2.91

Eckardt : NA

2017

75th percentile : 3.41

Median 50th percentile: 2.29

25th percentile: 1.87

Mean (average): 2.79

Eckardt : NA

2018

75th percentile : 3.18

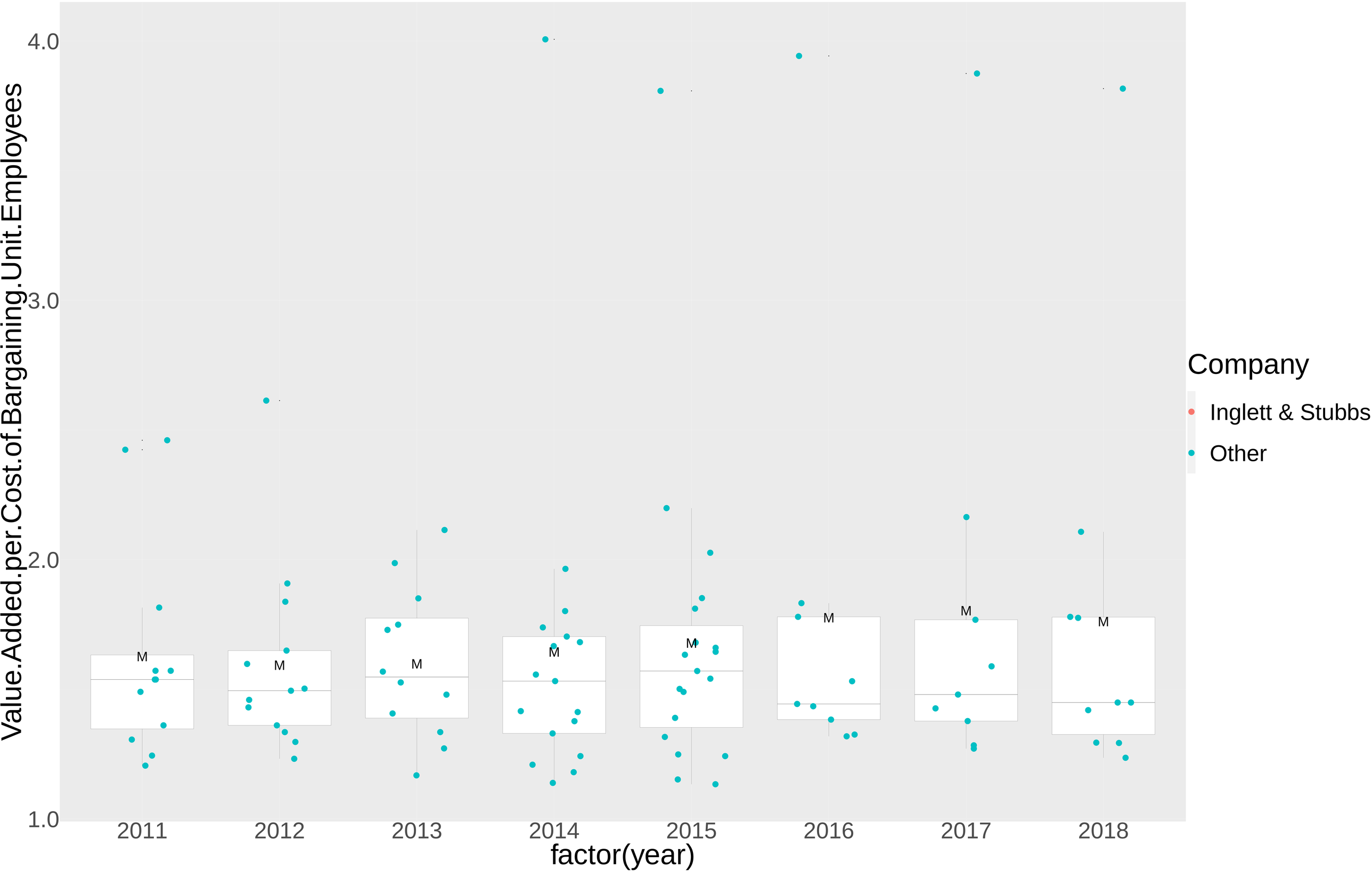
Median 50th percentile: 2.33

25th percentile: 1.97

Mean (average): 2.78

Eckardt : NA

Craft Worker Cost Effectiveness:
Dollar Value Added/ Cost of Bargaining Unit Employees



Craft Worker Cost Effectiveness:
Dollar Value Added/ Cost of Bargaining Unit Employees

2011

75th percentile : 1.63

Median 50th percentile: 1.54

25th percentile: 1.35

Mean (average): 1.63

Eckardt : 1.36

2012

75th percentile : 1.65

Median 50th percentile: 1.49

25th percentile: 1.36

Mean (average): 1.59

Eckardt : 1.33

2013

75th percentile : 1.77

Median 50th percentile: 1.55

25th percentile: 1.39

Mean (average): 1.60

Eckardt : 1.41

2014

75th percentile : 1.70

Median 50th percentile: 1.53

25th percentile: 1.33

Mean (average): 1.64

Eckardt : 1.24

2015

75th percentile : 1.75

Median 50th percentile: 1.57

25th percentile: 1.35

Mean (average): 1.68

Eckardt : 1.32

2016

75th percentile : 1.78

Median 50th percentile: 1.44

25th percentile: 1.38

Mean (average): 1.78

Eckardt : NA

2017

75th percentile : 1.77

Median 50th percentile: 1.48

25th percentile: 1.38

Mean (average): 1.80

Eckardt : NA

2018

75th percentile : 1.78

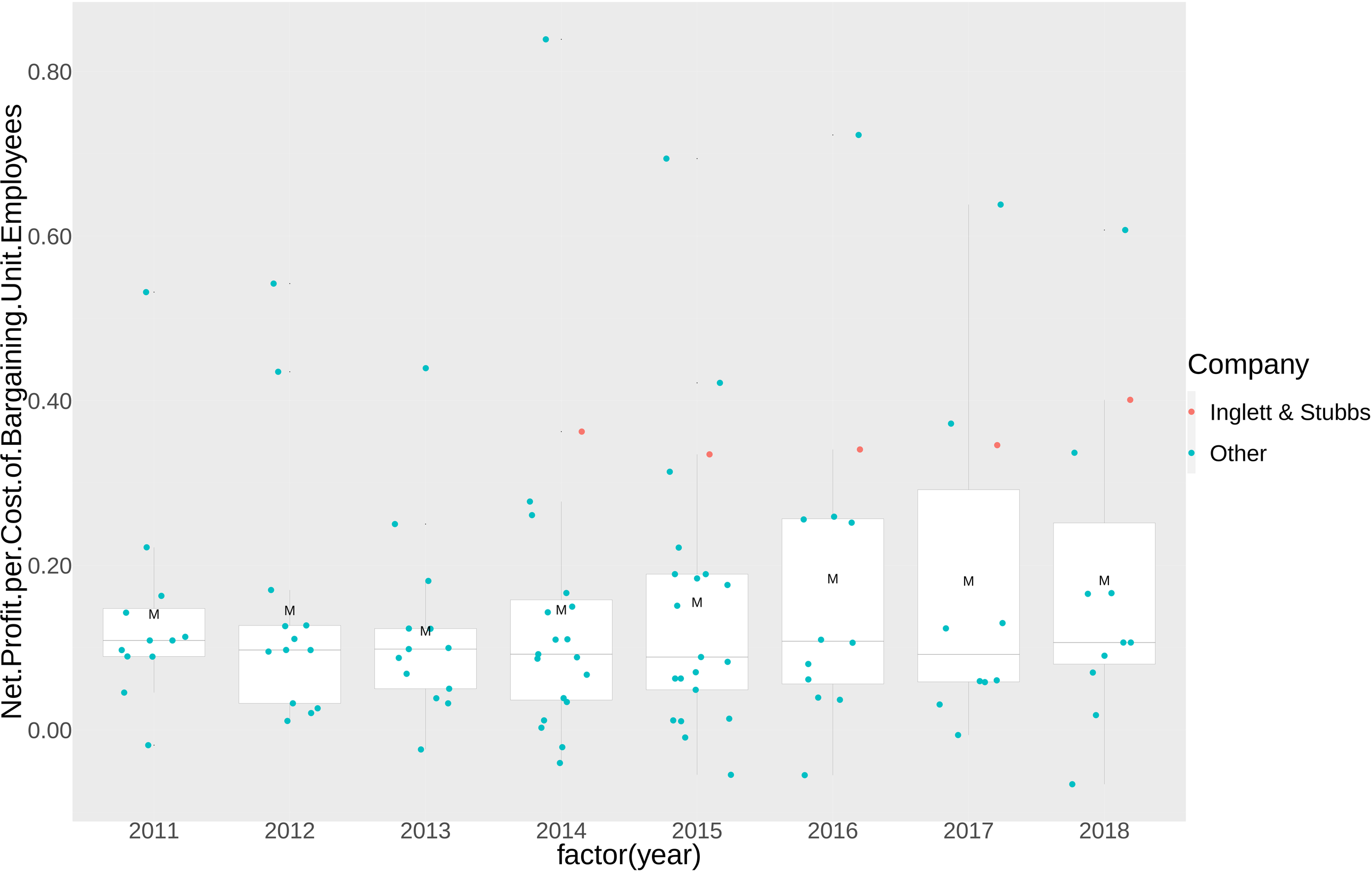
Median 50th percentile: 1.45

25th percentile: 1.33

Mean (average): 1.76

Eckardt : NA

Craft Worker Cost Effectiveness:
Dollar Net Profit / Cost of Bargaining Unit Employees



Craft Worker Cost Effectiveness:
Dollar Net Profit / Cost of Bargaining Unit Employees

2011

75th percentile : 0.15

Median 50th percentile: 0.11

25th percentile: 0.09

Mean (average): 0.14

Eckardt : 0.10

2012

75th percentile : 0.13

Median 50th percentile: 0.10

25th percentile: 0.03

Mean (average): 0.15

Eckardt : 0.03

2013

75th percentile : 0.12

Median 50th percentile: 0.10

25th percentile: 0.05

Mean (average): 0.12

Eckardt : 0.09

2014

75th percentile : 0.16

Median 50th percentile: 0.09

25th percentile: 0.04

Mean (average): 0.15

Eckardt : 0.01

2015

75th percentile : 0.19

Median 50th percentile: 0.09

25th percentile: 0.05

Mean (average): 0.16

Eckardt : −0.05

2016

75th percentile : 0.26

Median 50th percentile: 0.11

25th percentile: 0.06

Mean (average): 0.18

Eckardt : NA

2017

75th percentile : 0.29

Median 50th percentile: 0.09

25th percentile: 0.06

Mean (average): 0.18

Eckardt : NA

2018

75th percentile : 0.25

Median 50th percentile: 0.11

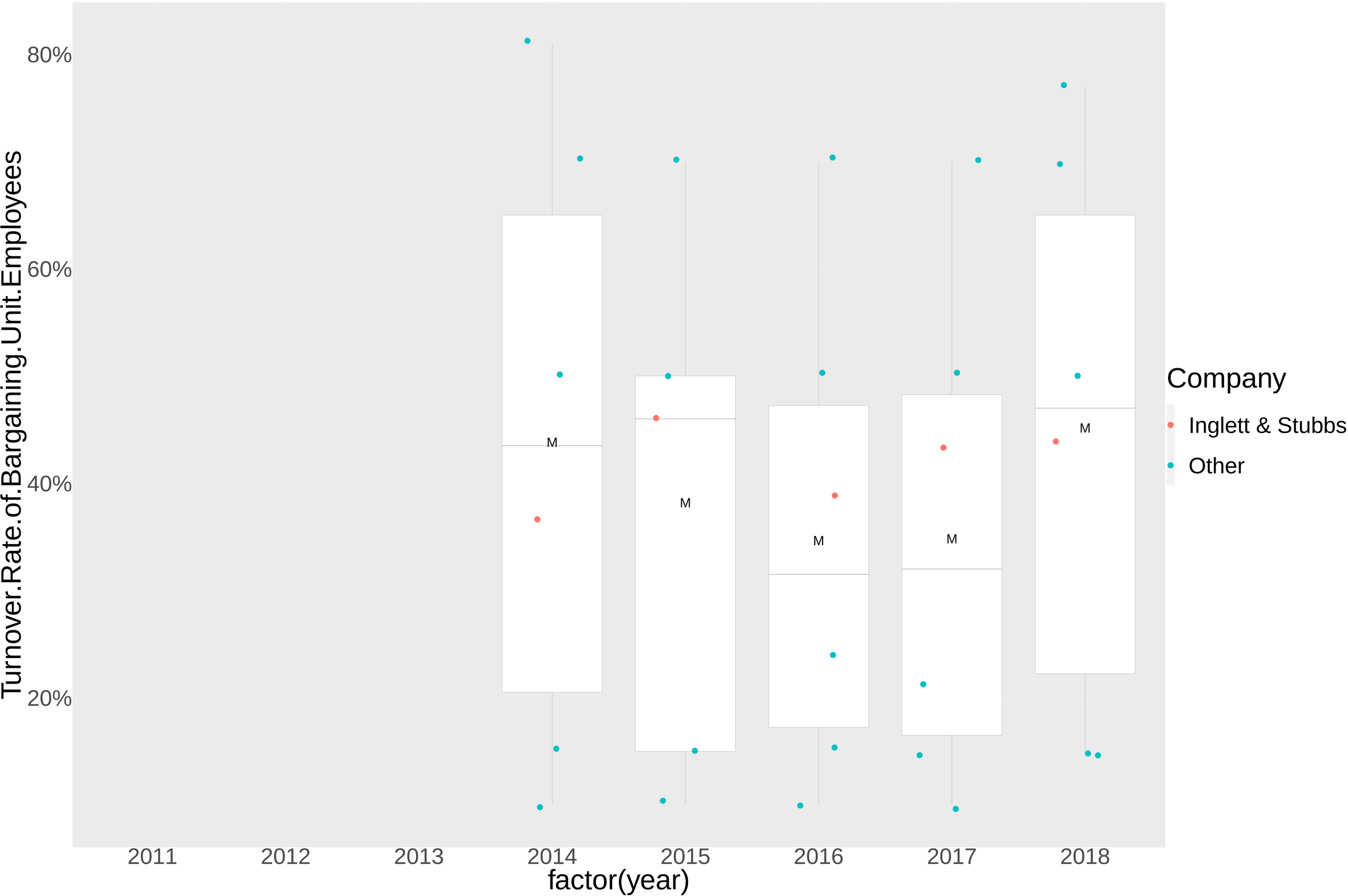
25th percentile: 0.08

Mean (average): 0.18

Eckardt : NA

Staffing

Turnover Rate of Bargaining Unit Employees



Turnover Rate of Bargaining Unit Employees

2011

75th percentile : 0.00 %

Median 50th percentile: 0.00 %

25th percentile: 0.00 %

Mean (average): 0.00 %

Eckardt : NA %

2012

75th percentile : 0.00 %

Median 50th percentile: 0.00 %

25th percentile: 0.00 %

Mean (average): 0.00 %

Eckardt : NA %

2013

75th percentile : 0.00 %

Median 50th percentile: 0.00 %

25th percentile: 0.00 %

Mean (average): 0.00 %

Eckardt : NA %

2014

75th percentile : 46.75 %

Median 50th percentile: 26.00 %

25th percentile: 11.25 %

Mean (average): 30.33 %

Eckardt : NA %

2015

75th percentile : 49.00 %

Median 50th percentile: 30.50 %

25th percentile: 11.25 %

Mean (average): 31.83 %

Eckardt : NA %

2016

75th percentile : 47.25 %

Median 50th percentile: 27.00 %

25th percentile: 11.25 %

Mean (average): 30.67 %

Eckardt : NA %

2017

75th percentile : 48.25 %

Median 50th percentile: 29.00 %

25th percentile: 11.25 %

Mean (average): 31.33 %

Eckardt : NA %

2018

75th percentile : 48.50 %

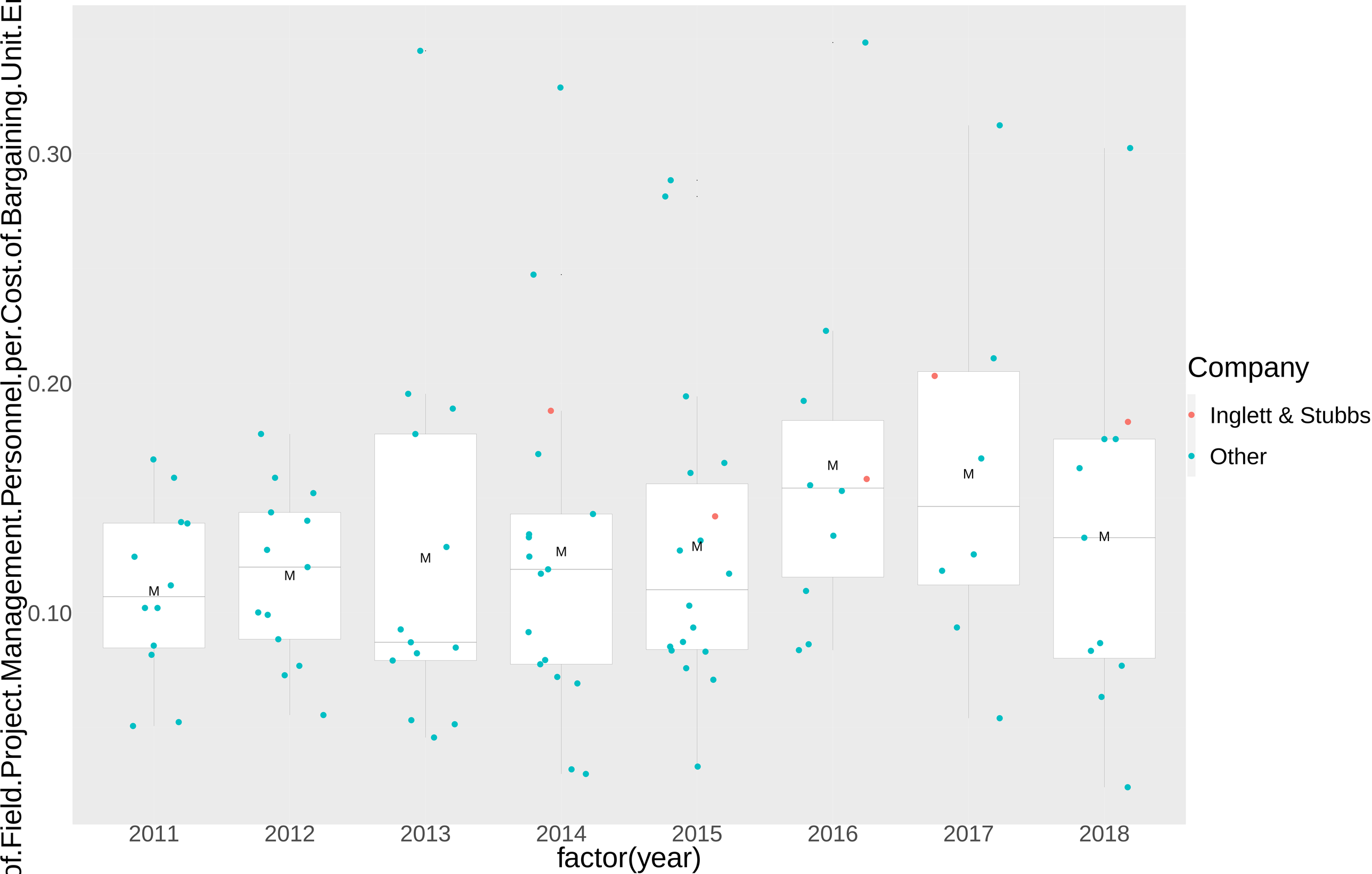
Median 50th percentile: 29.50 %

25th percentile: 15.00 %

Mean (average): 32.33 %

Eckardt : NA %

Cost of Field Project Management Personnel per Cost of Bargaining Unit Employees



Cost of Field Project Management Personnel per Cost of Bargaining Unit Employees

2011

75th percentile : 0.14

Median 50th percentile: 0.11

25th percentile: 0.08

Mean (average): 0.11

Eckardt : 0.16

2012

75th percentile : 0.14

Median 50th percentile: 0.12

25th percentile: 0.09

Mean (average): 0.12

Eckardt : 0.18

2013

75th percentile : 0.18

Median 50th percentile: 0.09

25th percentile: 0.08

Mean (average): 0.12

Eckardt : 0.19

2014

75th percentile : 0.14

Median 50th percentile: 0.12

25th percentile: 0.08

Mean (average): 0.13

Eckardt : 0.12

2015

75th percentile : 0.16

Median 50th percentile: 0.11

25th percentile: 0.08

Mean (average): 0.13

Eckardt : 0.19

2016

75th percentile : 0.18

Median 50th percentile: 0.15

25th percentile: 0.12

Mean (average): 0.16

Eckardt : NA

2017

75th percentile : 0.21

Median 50th percentile: 0.15

25th percentile: 0.11

Mean (average): 0.16

Eckardt : NA

2018

75th percentile : 0.18

Median 50th percentile: 0.13

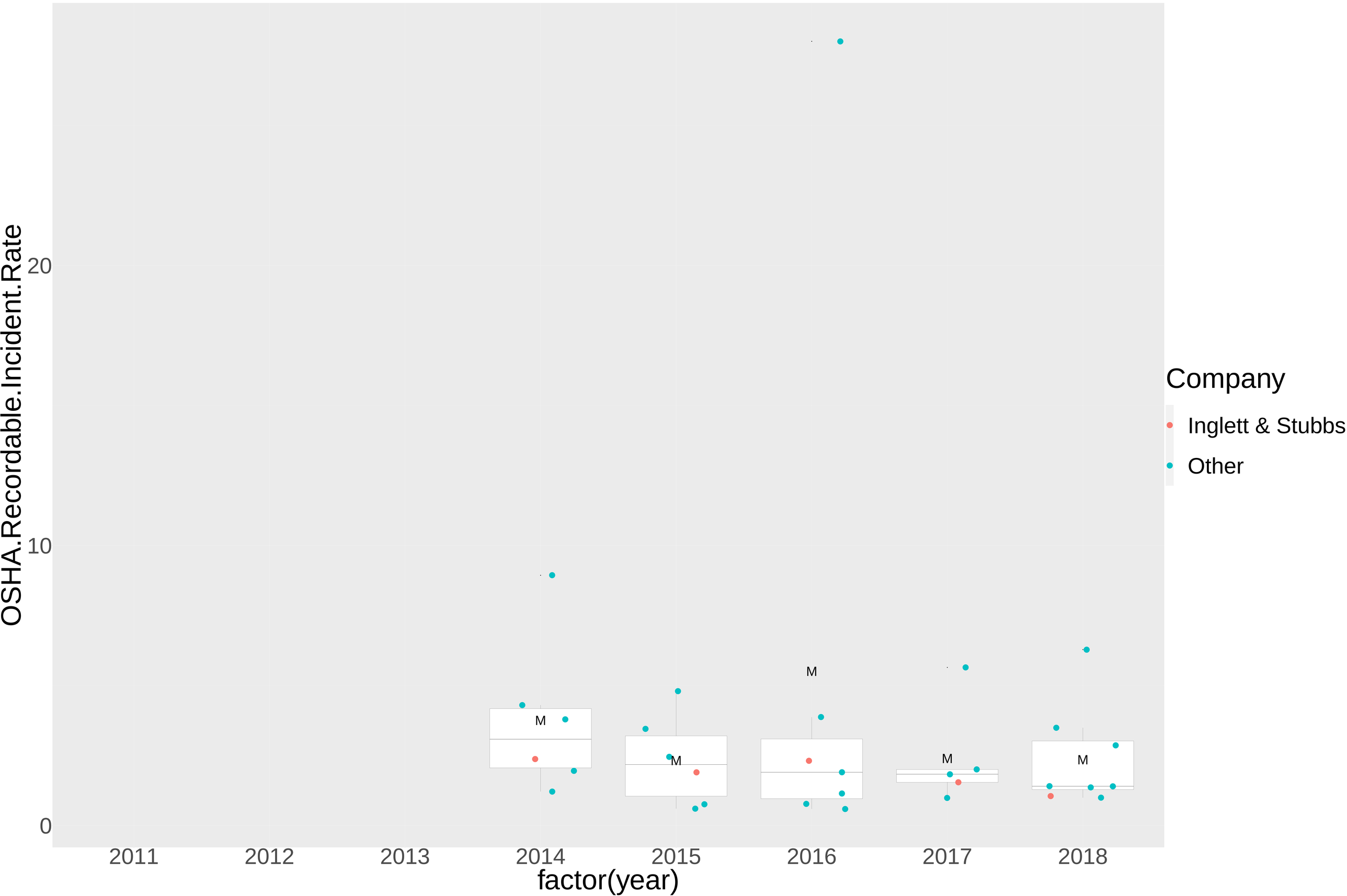
25th percentile: 0.08

Mean (average): 0.13

Eckardt : NA

Safety

OSHA Recordable Incident Rate



OSHA Recordable Incident Rate

2011

75th percentile : 0.00

Median 50th percentile: 0.00

25th percentile: 0.00

Mean (average): 0.00

Eckardt : NA

2012

75th percentile : 0.00

Median 50th percentile: 0.00

25th percentile: 0.00

Mean (average): 0.00

Eckardt : NA

2013

75th percentile : 0.00

Median 50th percentile: 0.00

25th percentile: 0.00

Mean (average): 0.00

Eckardt : NA

2014

75th percentile : 4.17

Median 50th percentile: 3.08

25th percentile: 1.50

Mean (average): 3.43

Eckardt : NA

2015

75th percentile : 3.20

Median 50th percentile: 2.17

25th percentile: 1.04

Mean (average): 2.23

Eckardt : NA

2016

75th percentile : 3.09

Median 50th percentile: 1.90

25th percentile: 0.68

Mean (average): 5.35

Eckardt : NA

2017

75th percentile : 2.00

Median 50th percentile: 1.54

25th percentile: 0.98

Mean (average): 2.03

Eckardt : NA

2018

75th percentile : 3.02

Median 50th percentile: 1.40

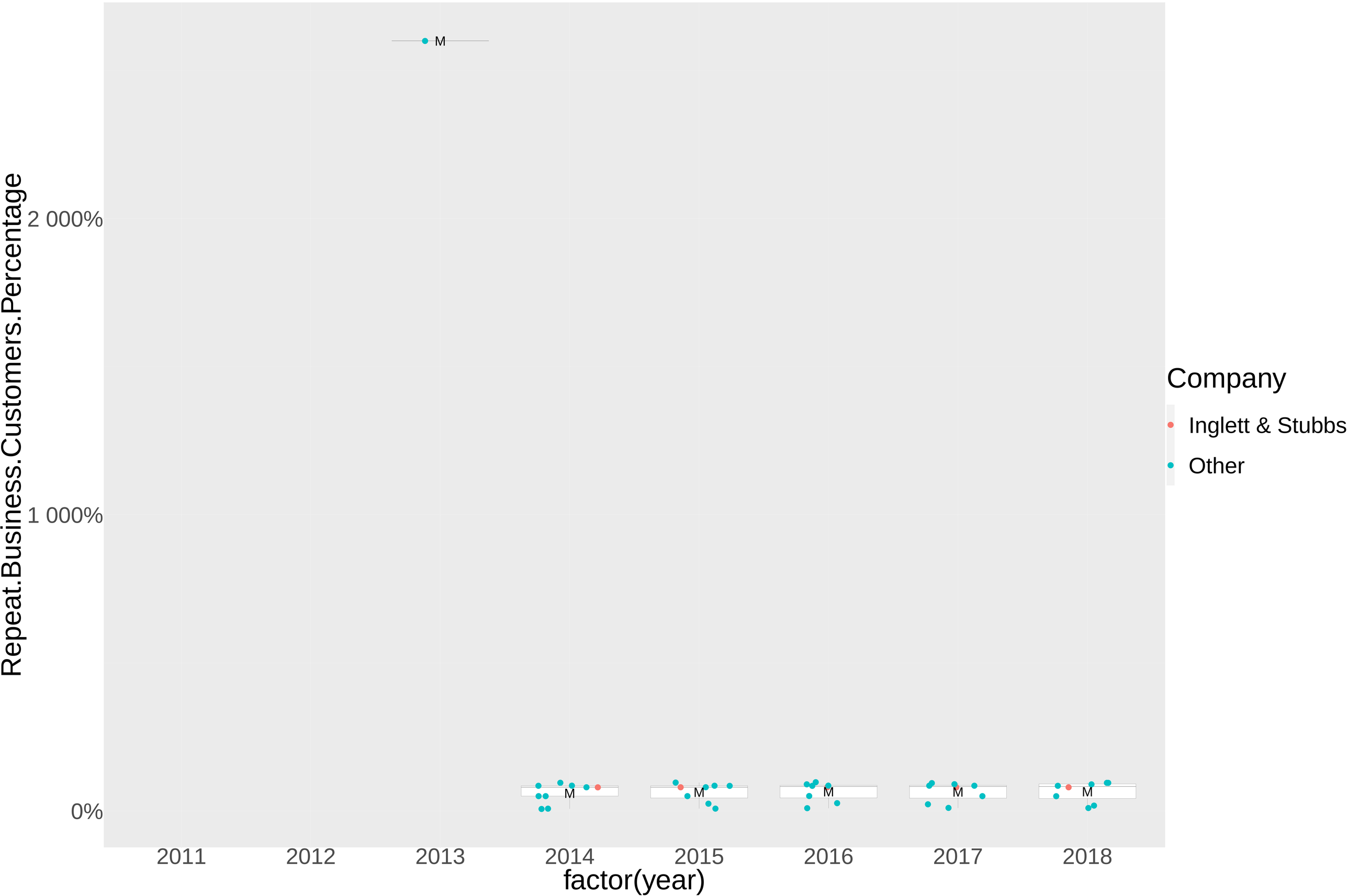
25th percentile: 1.04

Mean (average): 2.18

Eckardt : NA

Business Sustainability

Repeat Business Customers Percentage



Repeat Business Customers Percentage

2011

75th percentile : 0.00 %

Median 50th percentile: 0.00 %

25th percentile: 0.00 %

Mean (average): 0.00 %

Eckardt : NA %

2012

75th percentile : 0.00 %

Median 50th percentile: 0.00 %

25th percentile: 0.00 %

Mean (average): 0.00 %

Eckardt : NA %

2013

75th percentile : 1950.00 %

Median 50th percentile: 1300.00 %

25th percentile: 650.00 %

Mean (average): 1300.00 %

Eckardt : NA %

2014

75th percentile : 80.00 %

Median 50th percentile: 50.00 %

25th percentile: 8.00 %

Mean (average): 49.44 %

Eckardt : NA %

2015

75th percentile : 81.25 %

Median 50th percentile: 65.00 %

25th percentile: 20.00 %

Mean (average): 51.50 %

Eckardt : NA %

2016

75th percentile : 85.00 %

Median 50th percentile: 65.00 %

25th percentile: 21.75 %

Mean (average): 53.12 %

Eckardt : NA %

2017

75th percentile : 85.00 %

Median 50th percentile: 65.00 %

25th percentile: 19.00 %

Mean (average): 52.75 %

Eckardt : NA %

2018

75th percentile : 86.25 %

Median 50th percentile: 65.00 %

25th percentile: 16.00 %

Mean (average): 53.50 %

Eckardt : NA %

THANK YOU

This report is for your own personal use.
If you want to further discuss the results
with Prof. Hanna, please email your
queries to **ashanna@wisc.edu**