



**DEER DISTRICT LLC**

1543 N. 2nd Street | 6th Floor | Milwaukee, WI 53212 | 414.227.0500



# DEER DISTRICT PERC PROJECTS

Milwaukee County Inclusion through December 31, 2017

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Cover Photo & Contents photo: Interior photo of Froedtert & the Medical College of Wisconsin Sports Science Center.

## Executive Summary

Deer District LLC, along with Developer's Representative, ICON Venue Group ("ICON"), and Inclusion Monitors, Cross Management Services, Inc. ("CMSI") and Prism Technical Management & Marketing Services, LLC ("Prism Technical" or "Prism"), are dedicated to ensuring the projects are successful and meet or exceed the goals described herein.

*Through December 31, 2017, the Projects awarded contracts valued at \$1,908,916 or 28.6% of professional services cost subject to inclusion and \$19,046,040 or 30.2% of the construction cost subject to inclusion, and Milwaukee County Residents have performed 37.8% of the construction hours.*

This report provides information on the inclusion achieved for professional services, construction and workforce<sup>1</sup> compliance on the 5th Street Parking Structure ("Parking Structure"), Froedtert & the Medical College of Wisconsin Sports Science Center ("F & MCW Sports Science Center"), and McKinley Health Center through December 31, 2017. Collectively, the Parking Structure, McKinley Health Center,

and F & MCW Sports Science Center are referred to herein as the "Projects." The inclusion requirements<sup>2,3</sup> were established in the PERC Agreement with Milwaukee County, which requires 17% Targeted Enterprise ("TE") professional services inclusion, 25% TE construction inclusion, 25% Milwaukee County Residents inclusion, 15% apprentice inclusion, and payment of prevailing wages.

Photo: McKinley Health Center.



<sup>1</sup> Professional Services & Construction Inclusion data was provided by Cross Management Services, Inc. Workforce Inclusion data was provided by Prism Technical Management & Marketing Services with the exception of the McKinley Health Center - Tenant Improvements which was provided by Cross Management Services, Inc.

<sup>2</sup> TE includes Disadvantaged Business Enterprises ("DBE") certified by a member of the Wisconsin Unified Certification Program, Minority Business Enterprises ("MBE") and/or Women Business Enterprises ("WBE") certified by the Wisconsin Department of Administration, and Small Business Enterprises certified by the City of Milwaukee.

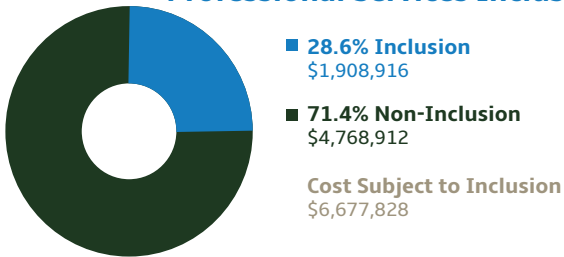
<sup>3</sup> The 5th Street Parking Structure is subject to the City of Milwaukee SBE Inclusion Requirements. SBE includes Small Business Enterprises ("SBE") certified by the City of Milwaukee, Disadvantaged Business Enterprises ("DBE") certified by a member of the Wisconsin Unified Certification Program, a Small Disadvantaged Business ("SDB") as designated by the Small Business Administration, and an 8(a) certified by the Small Business Administration.

# Executive Summary

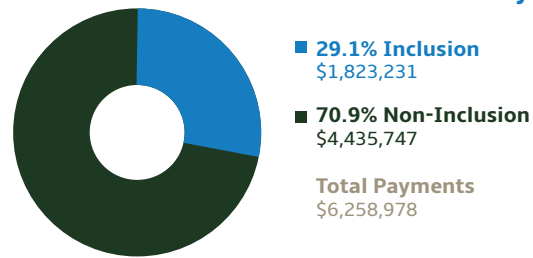
Table 1 : Professional Services Inclusion through December 31, 2017

PROJECT	INCLUSION	COST SUBJECT TO INCLUSION	%	INCLUSION PAID TO DATE	TOTAL PAYMENTS	%
5th Street Parking Structure	\$ 725,240	\$ 2,203,682	32.9%	\$ 718,397	\$ 2,164,920	33.2%
F & MCW Sports Science Center	\$ 869,436	\$ 3,248,879	26.8%	\$ 867,942	\$ 2,952,700	29.4%
McKinley Health Center - Core & Shell	\$ 204,240	\$ 732,128	27.9%	\$ 126,892	\$ 648,219	19.6%
McKinley Health Center - Tenant Improvements	\$ 110,000	\$ 493,139	22.3%	\$ 110,000	\$ 493,139	22.3%
<b>Total</b>	<b>\$ 1,908,916</b>	<b>\$ 6,677,828</b>	<b>28.6%</b>	<b>\$ 1,823,231</b>	<b>\$ 6,258,978</b>	<b>29.1%</b>

## Milwaukee County Professional Services Inclusion



## Milwaukee County Professional Services Payments



### 5th Street Parking Structure.

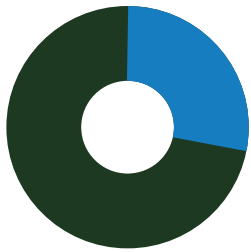


# Executive Summary

Table 2 : Construction Inclusion through December 31, 2017

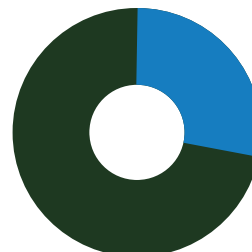
PROJECT	INCLUSION	COST SUBJECT TO INCLUSION	%	INCLUSION PAID TO DATE	TOTAL PAYMENTS	%
5th Street Parking Structure	\$ 9,157,661	\$ 26,993,978	33.9%	\$ 8,137,578	\$ 23,250,932	35.0%
F & MCW Sports Science Center	\$ 6,959,694	\$ 23,610,949	29.5%	\$ 6,610,386	\$ 22,125,410	29.9%
Solar Panels	\$ 104,099	\$ 393,215	26.5%	\$ 104,099	\$ 393,215	26.5%
McKinley Health Center - Core & Shell	\$ 1,602,258	\$ 7,063,204	22.7%	\$ 1,297,113	\$ 5,646,701	23.0%
McKinley Health Center - Tenant Improvements	\$ 1,222,328	\$ 4,954,534	24.7%	\$ 922,484	\$ 3,466,211	26.6%
<b>Total</b>	<b>\$ 19,046,040</b>	<b>\$ 63,015,880</b>	<b>30.2%</b>	<b>\$ 17,071,660</b>	<b>\$ 54,882,469</b>	<b>31.1%</b>

## Milwaukee County Construction Inclusion



- **30.2% Inclusion**  
\$19,046,040
  - **69.8% Non-Inclusion**  
\$43,969,840
- Cost Subject to Inclusion**  
\$63,015,880

## Milwaukee County Construction Payments



- **31.1% Inclusion Payments**  
\$17,071,660
  - **68.9% Non-Inclusion Payments**  
\$37,810,809
- Total Payments**  
\$54,882,469

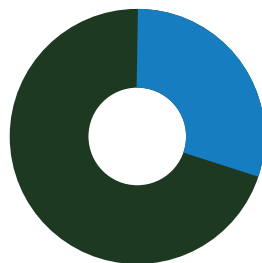
F & MCW Sports Science Center basketball court.



**Table 3 : Workforce Inclusion through December 31, 2017**

PROJECT	MCR REQUIREMENT	TOTAL HOURS	TOTAL MCR HOURS	MCR % TO DATE
5th Street Parking Structure	25.0%	164,205.7	73,858.8	45.0%
F & MCW Sports Science Center	25.0%	98,469.6	28,094.5	28.5%
McKinley Health Center - Tenant Improvements	25.0%	19,101.0	8,758.5	45.9%
McKinley Health Center - Core & Shell	25.0%	20,847.8	3,666.8	17.6%
<b>Total</b>	<b>25.0%</b>	<b>302,624.0</b>	<b>114,378.6</b>	<b>37.8%</b>

### Milwaukee County Resident (MCR) Inclusion



- **37.8% Milwaukee County Resident Hours**  
114,378.6
  - **62.2% Non-Milwaukee County Resident Hours**  
188,245.4
- Total Workforce Hours**  
302,624.0

**Workers on 5th Street Parking Structure project site.**

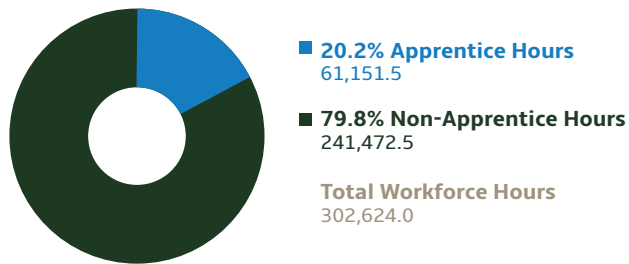


# Executive Summary

Table 4 : Apprentice Workforce Inclusion through December 31, 2017

PROJECT	APPRENTICE REQUIREMENT	TOTAL HOURS	TOTAL APPRENTICE HOURS	APPRENTICE % TO DATE
5th Street Parking Structure	15.0%	164,205.7	30,175.0	18.4%
F & MCW Sports Science Center	15.0%	98,469.6	20,275.8	20.6%
McKinley Health Center - Tenant Improvements	15.0%	19,101.0	6,459.0	33.8%
McKinley Health Center - Core & Shell	15.0%	20,847.8	4,241.8	20.3%
<b>Total</b>	<b>15.0%</b>	<b>302,624.0</b>	<b>61,151.5</b>	<b>20.2%</b>

## Apprentice Inclusion



Laborer working on project site.



Contracting &  
Workforce  
Outreach





**JOBS INFORMATIONAL SESSION – HILLSIDE RESOURCE CENTER**

Alderman Milele A. Coggs and the Milwaukee Bucks hosted a community workforce session to discuss career opportunities upon completion of the Milwaukee Bucks Arena Projects. Over 50 attendees learned the process to become employed for the Bucks project, and also used on-site computers to create a SkillSmart account and talk to representatives regarding Residents Preference Program certification. SkillSmart registered 1,532 potential candidates into their online database and 76.2% of those candidates were City of Milwaukee residents.



Photos of Hillside job information session on March 9, 2017.

## WORKFORCE INFORMATIONAL TABLE



Bucks' Workforce Informational tables staffed by Prism Technical representatives were set up at the Juneteenth Festival on held on Monday, June 19, 2017, Garfield Days Festival held on Saturday, July 15, 2017 and the Bronzeville Festival held on Saturday, August 5, 2017. The informational tables were available during the duration of the festivals to collect contact information for current and future Milwaukee Bucks' construction and hospitality job opportunities. Apprentice, Milwaukee County Residents (MCR) and SkillSmart information was also shared with festival-goers.



Photos of Juneteenth Festival and Garfield Days events.

### WORKFORCE MEETINGS – CHURCH CONSTRUCTION COALITION

In early March of 2016, J.P. Cullen & Sons, Inc requested workforce inclusion partner Prism Technical Management & Marketing, LLC to assist with the development of a group of faith-based leaders to be a part of the conversations, plans and implementation strategies to bring equity in jobs, wages and recruitment for the Froedtert & the Medical College of Wisconsin Sports Science Center.

Pastor Teresa Thomas-Boyd, Central City Churches, Inc. Outreach Ministry and Food Pantry, and Mark Kessenich, WRTP BIG STEP, serve as co-facilitators of the Church Construction Coalition. The group met once a month to prepare for the startup of Froedtert & the Medical College of Wisconsin Sports Science Center. Participants included representatives from Our Savior's Lutheran Church, Pilgrim Rest MBC, MICAH, Lake Park Lutheran Church, Jesus International, Central City Churches, Epistles of Christ, SEEK Ministries and more.



### WORKER HIGHLIGHT: BRIAN STROTHERS

Brian Strothers learned about the Church Construction Coalition's initiative to recruit Milwaukee residents for major construction projects through the WRTP/ BIG STEP Apprenticeship Readiness Tutoring program.

Ever since he was six years old, Brian Strothers has wanted to be a master carpenter like his uncle Ronnie but after failing the apprenticeship exam for the second time in 2016, Brian went to WRTP/BIG STEP for help with basic math and algebra.

With all his hardwork, he soon passed his exam, started his carpentry apprenticeship and got hired by Hetzel-Sanfilippo, Inc. Brian loves how much he gets to learn in his apprenticeship and looks forward to applying those skills and experience to start his own business upon becoming a journeyman carpenter.

Story courtesy of WRTP / BIG STEP.

### FROEDTERT & THE MEDICAL COLLEGE OF WISCONSIN SPORTS SCIENCE CENTER GRAND OPENING

The Froedtert & the Medical College of Wisconsin Sports Science Center, the Milwaukee Bucks' state-of-the-art training facility in downtown Milwaukee, held its grand opening on Thursday, August 3, 2017.

The \$30 million, 77,500-square-foot training facility includes two full size basketball courts, a barbershop, a full-service staffed kitchen and a state of the art hydrotherapy and medical training area and much more. The project was the first of the three new Bucks-related structures to be finished.



Grand Opening for F & MCW Sports Science Center project.

# Milwaukee County Inclusion Requirements

- 25% construction spending with Targeted Enterprises (TE)<sup>1</sup> which includes Disadvantaged Business Enterprises (DBE), Small Business Enterprises (SBE), Minority Business Enterprises (MBE) and Women Business Enterprises (WBE).
- 17%<sup>2</sup> Professional Service spending with Targeted Enterprises.
- 25% of the on-site construction trade labor hours to be performed by residents of Milwaukee County.
- 15% of the on-site construction trade labor hours to be performed by apprentices or members of acceptable job training programs.
- Prevailing Wages must be paid to each worker performing construction trade labor on the project.

<sup>1</sup> Milwaukee County accepted City of Milwaukee inclusion requirements for the Parking Structure, which includes SBE, DBE, SDB and 8(a).

<sup>2</sup> Milwaukee County accepted City of Milwaukee inclusion requirements of 18% professional services for the Parking Structure.



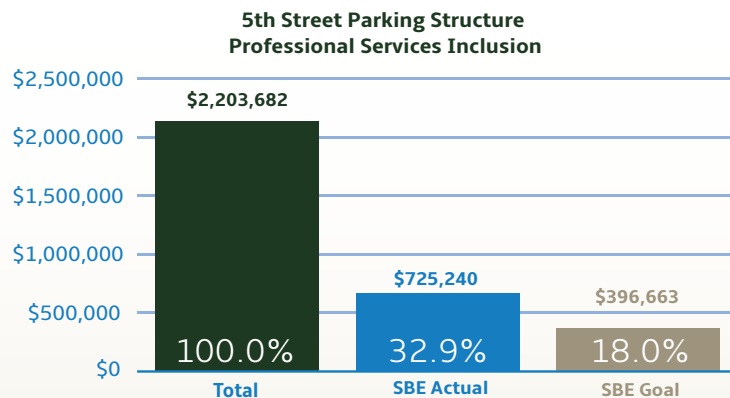
# Professional Services Inclusion



# Professional Services Inclusion: 5th Street Parking Structure

**Table 5 : 5th Street Parking Structure Professional Services Inclusion through December 31, 2017**

TARGETED BUSINESS FIRMS	DBE, SBE, SDB, 8(a)	SUBCONTRACTOR TO	SERVICE PERFORMED	CONTRACT AMOUNT	AMOUNT PAID THRU 12/31/2017
American Design, Inc.	S/DBE	GRAEF-USA Inc.	Architectural - Parking Structure	\$ 360,577	\$ 353,734
American Design, Inc.	S/DBE	GRAEF-USA Inc.	Architectural - Housing	\$ 36,120	\$ 36,120
Capitol Lien Records & Research, Inc.	DBE	Terracon Consultants, Inc.	Title Search - Block 7	\$ 1,150	\$ 1,150
Cross Management Services, Inc.	S/DBE	Deer District LLC	Inclusion Monitor - Business	\$ 81,387	\$ 81,387
Dakota Intertek Corp.	S//DBE	Giles Engineering Associates, Inc.	Materials Testing	\$ 51,621	\$ 51,621
Gestra Engineering, Inc.	S/DBE	Terracon Consultants, Inc.	Drilling Services - Block 7	\$ 13,920	\$ 13,920
Gestra Engineering, Inc.	S/DBE	Terracon Consultants, Inc.	Geotech	\$ 30,145	\$ 30,145
Prism Technical Management & Marketing, LLC	S/DBE	Deer District LLC	Inclusion Monitor - Workforce	\$ 150,320	\$ 150,320
<b>TOTAL INCLUSION &amp; AMOUNT PAID</b>				<b>\$ 725,240</b>	<b>\$ 718,397</b>
<b>INCLUSION AS A % OF PROFESSIONAL SERVICES COST SUBJECT TO INCLUSION</b>				<b>32.9%</b>	
<b>INCLUSION AS A % OF PROFESSIONAL SERVICES PAYMENTS MADE</b>				<b>33.2%</b>	
<b>PROFESSIONAL SERVICES COST SUBJECT TO INCLUSION</b>				<b>\$ 2,203,682</b>	
<b>TOTAL PROFESSIONAL SERVICES PAYMENTS THROUGH DECEMBER 31, 2017</b>				<b>\$ 2,164,920</b>	

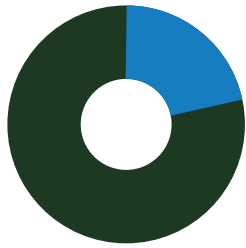


# Professional Services Inclusion: Block 8 Projects

Table 6 : Block 8 Projects Professional Services Inclusion through December 31, 2017

PROJECT	INCLUSION	COST SUBJECT TO INCLUSION	%	PAID TO DATE	TOTAL PAYMENTS	%
F & MCW Sports Science Center	\$ 869,436	\$ 3,248,879	26.8%	\$ 867,942	\$ 2,952,700	29.4%
McKinley Health Center - Core & Shell	\$ 204,240	\$ 732,128	27.9%	\$ 126,892	\$ 648,219	19.6%
McKinley Health Center - Tenant Improvements	\$ 110,000	\$ 493,139	22.3%	\$ 110,000	\$ 493,139	22.3%
<b>Total</b>	<b>\$ 1,183,676</b>	<b>\$ 4,474,146</b>	<b>26.5%</b>	<b>\$ 1,104,834</b>	<b>\$ 4,094,058</b>	<b>27.0%</b>

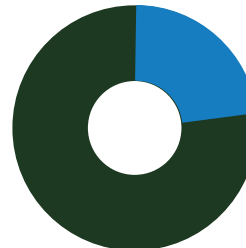
## Block 8 Projects Professional Services Inclusion



- **26.5% Inclusion**  
\$1,183,676
- **73.5% Non-Inclusion**  
\$3,290,470

**Cost Subject to Inclusion**  
\$4,474,146

## Block 8 Projects Professional Services Payments



- **27.0% Inclusion Payments**  
\$1,104,834
- **73.0% Non-Inclusion Payments**  
\$2,989,224

**Total Payments**  
\$4,094,058

J. P. Cullen & Sons, Inc. workers laying concrete on the McKinley Health Center project.

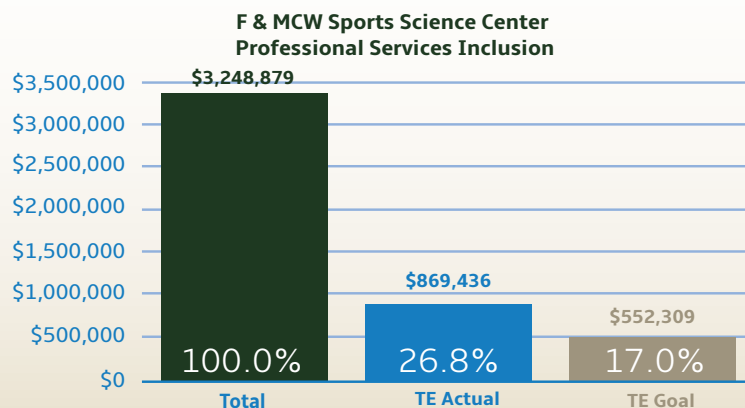




# Professional Services Inclusion: F & MCW Sports Science Center

**Table 7 : F & MCW Sports Science Center Professional Services Inclusion through December 31, 2017**

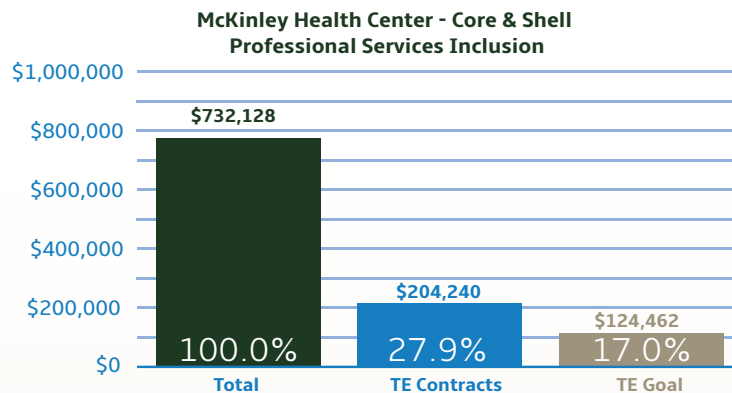
TARGETED BUSINESS FIRMS	DBE,MBE, SBE, WBE	SUBCONTRACTOR TO	SERVICE PERFORMED	CONTRACT AMOUNT	AMOUNT PAID THRU 12/31/2017
American Design, Inc.	D/M/SBE	Eppstein Uhen Architects, Inc.	Architecture - Main & Upper Concourse	\$ 70,550	\$ 70,550
Capitol Lien Records & Research, Inc.	DBE	Terracon Consultants, Inc.	Title Search - Block 8	\$ 1,725	\$ 1,725
Cross Management Services, Inc.	D/M/SBE	Deer District LLC	Inclusion Monitor - Business	\$ 78,960	\$ 78,960
E3 Group LLC	M/WBE	Eppstein Uhen Architects, Inc.	Funamental Cx/ Energy Modeling	\$ 40,000	\$ 40,000
Gestra Engineering, Inc.	D/M/SBE	Deer District LLC	Construction Materials Testing	\$ 89,690	\$ 89,690
Gestra Engineering, Inc.	D/M/SBE	Terracon Consultants, Inc.	Drilling Services - Geotech - Block 8	\$ 8,661	\$ 8,661
Gestra Engineering, Inc.	D/M/SBE	Terracon Consultants, Inc.	Drilling Services - Phase II - Block 8	\$ 11,441	\$ 11,441
IBC Engineering Services, Inc.	D/S/WBE	Eppstein Uhen Architects, Inc.	MEP	\$ 229,023	\$ 227,529
Kapur & Associates, Inc.	MBE	Eppstein Uhen Architects, Inc.	Civil Engineering	\$ 98,600	\$ 98,600
Kapur & Associates, Inc.	MBE	Deer District LLC	Survey/Geotech - Block 8	\$ 28,019	\$ 28,019
Prism Technical Management & Marketing, LLC	D/M/SBE	Deer District LLC	Inclusion Monitor - Workforce	\$ 148,013	\$ 148,013
White Water Associates, Inc.	DBE	Terracon Consultants, Inc.	Laboratory Services	\$ 7,194	\$ 7,194
Wrightson, Johnson, Haddon & Williams, Inc.	DBE	Eppstein Uhen Architects, Inc.	Audio/Video Consulting	\$ 55,000	\$ 55,000
ZS, LLC	SBE	Eppstein Uhen Architects, Inc.	Building Envelope	\$ 2,560	\$ 2,560
<b>TOTAL INCLUSION</b>				<b>\$ 869,436</b>	<b>\$ 867,942</b>
<b>INCLUSION AS A % OF PROFESSIONAL SERVICES COSTS SUBJECT TO INCLUSION</b>				<b>26.8%</b>	
<b>INCLUSION AS A % OF PROFESSIONAL SERVICES PAYMENTS MADE</b>				<b>29.4%</b>	
<b>PROFESSIONAL SERVICES COST SUBJECT TO INCLUSION</b>				<b>\$ 3,248,879</b>	
<b>TOTAL PROFESSIONAL SERVICES PAYMENTS THROUGH DECEMBER 31, 2017</b>					<b>\$ 2,952,700</b>



# Professional Services Inclusion: McKinley Health Center - Core & Shell

**Table 8 : McKinley Health Center - Core & Shell Professional Services Inclusion through December 31, 2017**

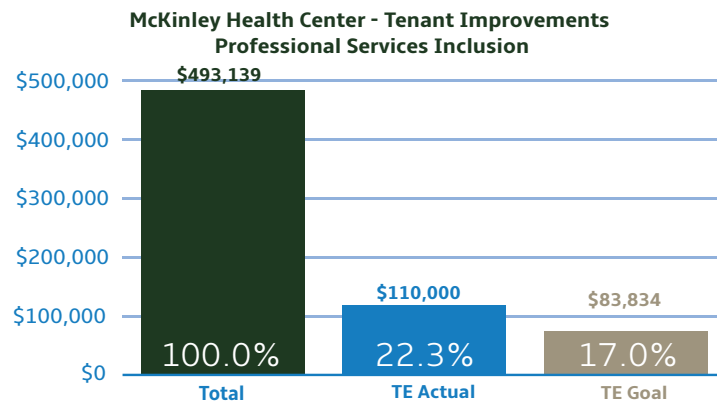
TARGETED BUSINESS FIRMS	DBE,MBE, SBE, WBE	SUBCONTRACTOR TO	SERVICE PERFORMED	CONTRACT AMOUNT	AMOUNT PAID THRU 12/31/2017
Cross Management Services, Inc.	D/M/SBE	Deer District LLC	Inclusion Monitor - PS & C	\$ 30,675	\$ 13,900
Gestra Engineering, Inc.	D/M/SBE	Deer District LLC	Construction Materials Testing	\$ 50,000	\$ 21,749
Kapur & Associates, Inc.	MBE	Eppstein Uhen Architects, Inc.	Civil Engineering	\$ 20,465	\$ 20,465
Kapur & Associates, Inc.	MBE	Deer District LLC	Soil Monitoring Survey	\$ 3,100	\$ 3,100
Prism Technical Management & Marketing, LLC	D/M/SBE	Deer District LLC	Inclusion Monitor - Workforce	\$ 50,000	\$ 17,678
RTM Engineering Consultants LLC	SBE	Eppstein Uhen Architects, Inc.	MEP Engineer	\$ 50,000	\$ 50,000
<b>TOTAL INCLUSION</b>				<b>\$ 204,240</b>	<b>\$ 126,892</b>
<b>INCLUSION AS A % OF PROFESSIONAL SERVICES COSTS SUBJECT TO INCLUSION</b>				<b>27.9%</b>	
<b>INCLUSION AS A % OF PROFESSIONAL SERVICES PAYMENTS MADE</b>				<b>19.6%</b>	
<b>PROFESSIONAL SERVICES COST SUBJECT TO INCLUSION</b>				<b>\$ 732,128</b>	
<b>TOTAL PROFESSIONAL SERVICES PAYMENTS THROUGH DECEMBER 31, 2017</b>					<b>\$ 648,219</b>



# Professional Services Inclusion: McKinley Health Center - Tenant Improvements

**Table 9 : McKinley Health Center - Tenant Improvements Professional Services Inclusion through December 31, 2017**

TARGETED BUSINESS FIRMS	DBE,MBE, SBE, WBE	SUBCONTRACTOR TO	SERVICE PERFORMED	CONTRACT AMOUNT	AMOUNT PAID THRU 12/31/2017
Cross Management Services, Inc.	D/M/SBE	Froedtert Hospital, Inc.	Inclusion Consultant	\$ 11,000	\$ 11,000
RTM Engineering Consultants, LLC	SBE	Eppstein Uhen Architects, Inc.	MEP Engineer	\$ 99,000	\$ 99,000
<b>TOTAL INCLUSION</b>				<b>\$ 110,000</b>	<b>\$ 110,000</b>
<b>INCLUSION AS A % OF PROFESSIONAL SERVICES COSTS SUBJECT TO INCLUSION</b>				<b>22.3%</b>	
<b>INCLUSION AS A % OF PROFESSIONAL SERVICES PAYMENTS MADE</b>				<b>22.3%</b>	
<b>PROFESSIONAL SERVICES COST SUBJECT TO INCLUSION</b>				<b>\$ 493,139</b>	
<b>TOTAL PROFESSIONAL SERVICES PAYMENTS THROUGH DECEMBER 31, 2017</b>					<b>\$ 493,139</b>



**Workers laying concrete on 5th Street Parking Structure.**



# CONFIDENT GAME PLAN FOR PUBLIC RECORDS RESEARCH

Capitol Lien Records & Research, Inc. - Mandy Dietz, Director of Operations



Mandy Dietz

Minnesota-based Capitol Lien, a firm that provides due diligence and risk mitigation services to business and professionals across the United States, recently celebrated its 25th year in business. Now with roughly 55 employees, it is clear that the firm has no plans of slowing down any time soon. Mandy Dietz, Director of Operations, is excited about the opportunities to come now that they have been certified as a disadvantaged business in both Minnesota and Wisconsin. "It's really a difficult process to get certified. This certification has definitely increased awareness around our company and has allowed us to form new associations and get our name on vendor lists we weren't previously a part of."

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*"Any type of public record someone might need, we can find. This is our specialty."*

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When offered the opportunity to work on the Wisconsin Entertainment & Sports Center, Froedtert & Medical College of Wisconsin Sports Science Center and 5th Street Parking Structure projects, Capitol Lien was presented with a new challenge they could not turn down. For these projects, the firm provided a variety of services including 80-year property searches and delivering copies of deeds. "We've enjoyed working with Terracon and learning what information is most important to them. They were mostly concerned with finding out who had previously owned the properties. This was a very unique product for us," says Dietz.

Dietz is hopeful that working on such a major project will not only get their name out there, but will inform potential clients that companies like Capitol Lien exist. Dietz shares, "We're in a very niche industry. People truly don't know that there are companies performing the work that we do. Any type of public record someone might need, we can find. This is our specialty, so we know exactly where and what to look for so you don't have to."

The confidence in the services they provide has allowed the Capitol Lien team to provide unmatched customer service, on which they pride themselves. With a staff where over half of employees are certified abstractors (unusual for a firm of this size), clients can trust that their needs will be met. "We're successful because we stick with what we know, and stay within our boundaries."

## FATHER AND SON DUO EXCITED TO TURN UNDEVELOPED LAND INTO A VIABLE DESTINATION

American Design Inc. - John T. Williams and Scott Williams



John T. Williams

Milwaukee-based American Design Inc., is the architectural design team of record for the 5th Street Parking Structure and mixed-use development. The project is led by the father and son team of John T. Williams, president, and Scott Williams, vice president. The elder Williams started the firm in 1993 with his son joining the family business in 2009.

This project has been good for the full-service architectural minority owned firm. "The visibility of the project has helped us in that we were recently quoted and mentioned in a Milwaukee Bucks' press release regarding our role in the development," said Scott. "It has also helped us focus on what's coming down the pipe with the other long-term components of the project."

American Design has found a way to separate their firm from the competition by being consistent, competitive with fees, flexible and fast. "We believe our clients are our partners and our biggest sales force. We get the job right the first time and that's because of our largest asset, our employees," John said. How you deliver architectural drawings is very important Scott says. "We are very well versed in all forms of architectural software, specifically Revit® building design and construction software."

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*"This development will bring together both the north and south sides of the city."*

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Scott Williams

John said, "The Wisconsin Entertainment & Sports Center and related projects are definitely putting the City of Milwaukee and the State of Wisconsin on the map. In what other major city can you find acres of undeveloped land in the middle of downtown for more than two decades? This development will bring together both the north and south sides of the city, fill a physical hole and make downtown a viable destination."

The \$35 million parking structure and mixed-use development will be across the street immediately north of the new arena. It is located between Juneau Avenue, McKinley Avenue, Fifth Street and Sixth Street. "We are extremely happy with the Bucks owners. They're fair, excellent communicators and we're really happy to be working on this project," said Scott.

It's no wonder the father and son make a great team; outside of the business and DNA, they also share some of the same hobbies and past-times. John is an avid reader and enjoys reading Shakespeare because it's so different from what he does professionally. He also finds pleasure in working out by biking, walking and weight lifting. Scott on the other hand is involved in community groups such as the Rotary Club and Public Policy Form as a way to stay connected with what's happening locally. For physical activity he enjoys running, biking and is even interested in taking on a hardcore obstacle race in the near future.

# Construction Inclusion



# FEAR THE DEER



## Construction Inclusion: 5th Street Parking Structure

**Table 10 : 5th Street Parking Structure Construction Inclusion through December 31, 2017**

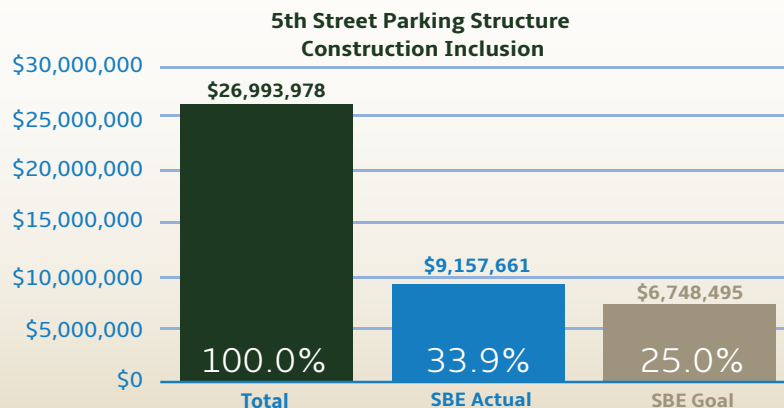
TARGETED BUSINESS FIRMS	DBE, SBE, SDB, 8(a)	SUBCONTRACTOR TO	SERVICE PERFORMED	CONTRACT AMOUNT	AMOUNT PAID THRU 12/31/2017
3G Trucking, LLC	DBE	Lake Edge Logistics, LLC	Trucking	\$ 1,900	\$ 1,900
Best Erectors, Inc.	DBE	Klein Dickert Milwaukee, Inc.	Curtain Wall Erection	\$ 213,527	\$ 213,527
Best Erectors, Inc.	DBE	Midwest Stairs & Iron, Inc.	Barrier Cables	\$ 116,300	\$ 27,100
Best Erectors, Inc.	DBE	Midwest Stairs & Iron, Inc.	Metal Panels	\$ 327,928	\$ 200,950
Choice Construction Companies, Inc.	D/SBE	C. G. Schmidt, Inc.	Reinforcing Steel	\$ 2,288,586	\$ 2,052,849
Choice Construction Companies, Inc.	S/DBE	J. H. Findorff & Son Inc.	Reinforcing Steel	\$ 195,665	\$ 193,899
Dairyland Energy Solutions, Inc.	D/M/SBE	Staff Electric Co., Inc.	Structured Cable	\$ 28,500	\$ 0
Duwe Metal Products, Inc.	DBE	J. H. Findorff & Son Inc.	Structural & Misc. Metals	\$ 530,218	\$ 454,013
EFH Trucking LLC	DBE	Lake Edge Logistics, LLC	Trucking & Tipping Fees	\$ 374,380	\$ 374,380
Express Insulation, Inc.	DBE	J. F. Ahern Co.	Fire Proections Insulation	\$ 8,475	\$ 8,475
Express Insulation, Inc.	DBE	J. F. Ahern Co.	HVAC Insulation	\$ 6,390	\$ 6,390
Express Insulation, Inc.	DBE	J. F. Ahern Co.	Plumbing Insulation	\$ 46,000	\$ 23,000
Hard Rock Sawing & Drilling Specialist Co.	D/SBE	C. G. Schmidt, Inc.	Sawing Cutting	\$ 2,750	\$ 2,475
Hard Rock Sawing & Drilling Specialist Co.	D/SBE	J. H. Findorff & Son Inc.	Wall Sawing	\$ 3,545	\$ 3,545
Harkinson Consulting LLC	DBE	J. H. Findorff & Son Inc.	Labor Compliance Services	\$ 74,292	\$ 64,637
Heider & Bott Company	DBE	Bohmann & Vick, Inc.	Material Supplier	\$ 34,000	\$ 29,185
Hetzel San-Filippo, Inc.	DBE	J. H. Findorff & Son Inc.	Drywall	\$ 167,782	\$ 142,486
Hiram Power Electric, LLC	S/DBE	Lemberg Electric Company, Inc.	Electrical Materials	\$ 412,563	\$ 374,030
Hiram Power Electric, LLC	S/DBE	Staff Electric Co., Inc.	Supply & Install Struc. Cable	\$ 28,182	\$ 28,182
Hurt Electric Inc.	S/DBE	Uihlein Electric Co., Inc.	Electrical	\$ 16,932	\$ 16,932
HVA Products, Inc.	DBE	J. F. Ahern Co. (HVAC)	HVAC Equipment	\$ 41,900	\$ 41,900
HVA Products, Inc.	DBE	J. F. Ahern Co. (HVAC)	Controls	\$ 26,650	\$ 22,816
JCP Construction LLC	D/SBE	J. H. Findorff & Son Inc.	General Trades/ Carpentry	\$ 162,616	\$ 149,052

Table continued on next page

## Construction Inclusion: 5th Street Parking Structure

**Table 10.1 : 5th Street Parking Structure Construction Inclusion through December 31, 2017 - Continued**

TARGETED BUSINESS FIRMS	DBE, SBE, SDB, 8(a)	SUBCONTRACTOR TO	SERVICE PERFORMED	CONTRACT AMOUNT	AMOUNT PAID THRU 12/31/2017
KMI Construction LLC	SBE	J. H. Findorff & Son Inc.	Masonry	\$ 1,517,092	\$ 1,355,950
LF Green Development, LLC	S/DBE	Michels Corporation	Construction Staking	\$ 3,823	\$ 3,823
Marek Landscaping, LLC	DBE	Edgerton Contractors, Inc.	Erosion Control	\$ 2,881	\$ 2,881
Nuvo Construction Company, Inc.	S/DBE	Michels Corporation	Pile Material Supplier	\$ 263,729	\$ 263,729
Price and Sons, Incorporated	S/DBE	J. F. Ahern Co.	Plumbing Material Supplier	\$ 47,982	\$ 47,982
Renegade Trucking, LLC	SBE	Lake Edge Logistics, LLC	Trucking	\$ 708	\$ 708
Sanchez Painting Contractors, Inc.	SBE	J. H. Findorff & Son Inc.	Painting	\$ 201,871	\$ 74,145
Sanchez Painting Contractors, Inc.	SBE	J. H. Findorff & Son Inc.	Concrete Sealing	\$ 38,567	\$ 34,710
Sirrah Construction and Company LLC	SBE	Stark Pavement Corporation	Concrete Curb & Gutter	\$ 15,900	\$ 0
Sonag Ready Mix, LLC	SBE	C. G. Schmidt, Inc.	Ready Mix Concrete	\$ 1,681,907	\$ 1,681,907
Sonag Ready Mix, LLC	SBE	Michels Corporation	Ready Mix Concrete	\$ 31,462	\$ 31,462
Sonag Ready Mix, LLC	SBE	J. H. Findorff & Son Inc.	Ready Mix Concrete	\$ 202,455	\$ 202,455
Sonag Ready Mix, LLC	SBE	J. H. Findorff & Son Inc.	Precast Grout Mix	\$ 2,451	\$ 351
Sonag Ready Mix, LLC	SBE	Stark Pavement Corporation	Ready Mix Concrete	\$ 32,000	\$ 0
South Star, Inc.	S/DBE	Lake Edge Logistics, LLC	Trucking	\$ 5,752	\$ 5,752
<b>TOTAL INCLUSION</b>				<b>\$ 9,157,661</b>	<b>\$ 8,137,578</b>
<b>INCLUSION AS A % OF CONSTRUCTION COST SUBJECT TO INCLUSION</b>				<b>33.9%</b>	
<b>INCLUSION AS A % OF CONSTRUCTION PAYMENTS MADE</b>				<b>35.0%</b>	
<b>CONSTRUCTION COST SUBJECT TO INCLUSION</b>				<b>\$ 26,993,978</b>	
<b>TOTAL CONSTRUCTION PAYMENTS THROUGH DECEMBER 31, 2017</b>					<b>\$23,250,932</b>



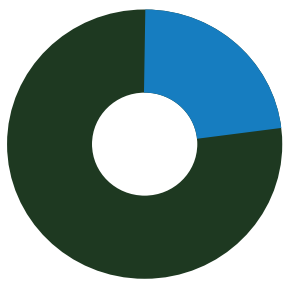


# Construction Inclusion: Block 8 Projects

Table 11 : Block 8 Project Construction Inclusion through December 31, 2017

PROJECT	INCLUSION	COST SUBJECT TO INCLUSION	%	PAID TO DATE	TOTAL PAYMENTS	%
F & MCW Sports Science Center	\$ 6,959,694	\$ 23,610,949	29.5%	\$ 6,610,386	\$ 22,125,410	29.9%
Solar Panels	\$ 104,099	\$ 393,215	26.5%	\$ 104,099	\$ 393,215	26.5%
McKinley Health Center - Core & Shell	\$ 1,602,258	\$ 7,063,204	22.7%	\$ 1,297,113	\$ 5,646,701	23.0%
McKinley Health Center - Tenant Improvements	\$ 1,222,328	\$ 4,954,534	24.7%	\$ 922,484	\$ 3,466,211	26.6%
<b>Total</b>	<b>\$ 9,888,379</b>	<b>\$ 36,021,902</b>	<b>27.5%</b>	<b>\$ 8,934,082</b>	<b>\$ 31,631,537</b>	<b>28.2%</b>

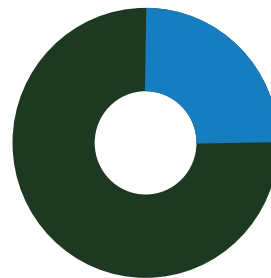
## Block 8 Projects Construction Inclusion



- **27.5% Inclusion**  
\$9,888,379
- **72.5% Non-Inclusion**  
\$26,133,523

**Cost Subject to Inclusion**  
\$36,021,902

## Block 8 Projects Construction Payments



- **28.2% Inclusion Payments**  
\$8,934,082
- **71.8% Non-Inclusion Payments**  
\$22,697,455

**Total Payments**  
\$31,631,537

Worker cutting metal on McKinley Center Project.



# Construction Inclusion: F & MCW Sports Science Center

**Table 12 : F & MCW Sports Science Center Construction Inclusion through December 31, 2017**

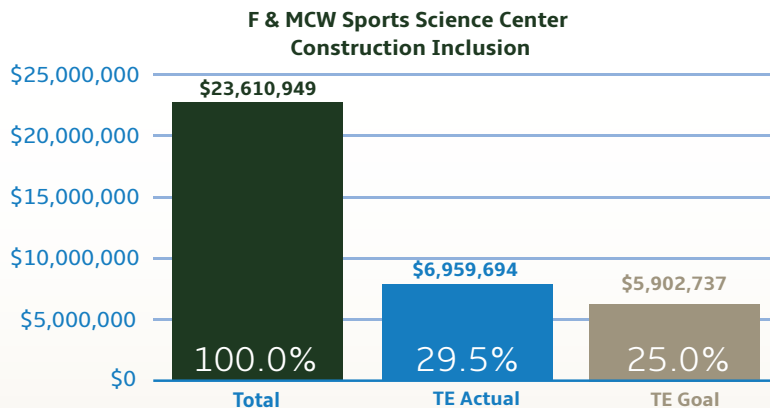
TARGETED BUSINESS FIRMS	DBE,MBE, SBE, WBE	SUBCONTRACTOR TO	SERVICE PERFORMED	CONTRACT AMOUNT	AMOUNT PAID THRU 12/31/2017
Abaxent, LLC	DBE	Johnson Controls Inc. / Heartland Business Systems LLC	Cisco Gear/Wireless/ VoIP	\$ 351,742	\$351,742
Affirmative Supply Co., Inc.	DBE	Nations Roof North LLC	Systems Panels/ Knight Wall Materials	\$ 280,861	\$ 280,861
Belonger Corporation	DBE	J. F. Ahern Co.	Mechanical	\$ 205,000	\$ 177,885
Belonger Corporation	DBE	J. F. Ahern Co.	Mechanical Sub	\$ 151,756	\$ 151,756
Bohmann & Vick, Inc.	M/WBE	J. P. Cullen & Sons, Inc.	Plumbing Site Utilities	\$ 430,507	\$ 387,457
Choice Construction Companies, Inc.	D/MBE	J. P. Cullen & Sons, Inc.	Reinforcing Steel Installation	\$ 337,622	\$ 314,881
CK Gates & Associates LLC	SBE	Johnson Controls Inc.	Project Management Construction	\$ 45,000	\$ 45,000
Dairyland Energy Solutions, Inc.	DBE	Johnson Controls Inc.	AV Install	\$ 38,000	\$ 34,200
Dairyland Energy Solutions, Inc.	DBE	Johnson Controls Inc. / Staff Electric Co., Inc.	Fire/Security	\$ 334,047	\$ 230,157
Express Insulation, Inc.	DBE	J. F. Ahern Co.	Install Insulation	\$ 75,385	\$ 75,385
Express Insulation, Inc.	DBE	J. F. Ahern Co.	Insulation	\$ 115,060	\$ 115,060
Hard Rock Sawing & Drilling Specialists Co.	DBE	Design Build Fire Protection of Wisconsin, Inc.	Core Drilling	\$ 1,885	\$ 1,885
Hernandez Roofing LLC	D/MBE	M. M. Schranz Roofing, Inc.	Roofing	\$ 32,519	\$ 32,519
Hetzel-Sanfilippo, Inc.	DBE	J. P. Cullen & Sons, Inc.	Drywall	\$ 670,825	\$ 637,283
Hurt Electric Inc.	D/MBE	Pieper Electric, Inc.	Mechanical Sub	\$ 733,603	\$ 733,603
HVA Products, Inc.	SBE	J. F. Ahern Co.	Materials	\$ 86,005	\$ 86,005
Menominee Tribal Enterprises	MBE	Prostar Surfaces, Inc.	Flooring Install	\$ 103,067	\$ 103,067
Moose Sports Surfaces, Ltd.	WBE	Prostar Surfaces, Inc.	Flooring Install	\$ 137,000	\$ 137,000
Nuvo Construction Co., Inc.	SBE	J. P. Cullen & Sons, Inc.	Ready Mix Concrete	\$ 57,117	\$ 57,117
P.L. Freeman Co.	D/MBE	M. M. Schranz Roofing, Inc.	Roofing	\$ 123,418	\$ 123,418
Precision Concrete Cutting LLC	WBE	J. F. Ahern Co.	Concrete Cutting + Core Drilling	\$ 16,400	\$ 10,508
Price and Sons, Incorporated	DBE	Design Build Fire Protection of Wisconsin, Inc.	Pipe, Sprinklers, Fittings, Valves	\$ 23,015	\$ 23,015
Rams Contracting, LTD.	S/M/WBE	J. P. Cullen & Sons, Inc.	Earthwork, Site Grading	\$ 795,146	\$ 795,146

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# Construction Inclusion: F & MCW Sports Science Center

**Table 12.1 : F & MCW Sports Science Center Construction Inclusion through December 31, 2017 - Continued**

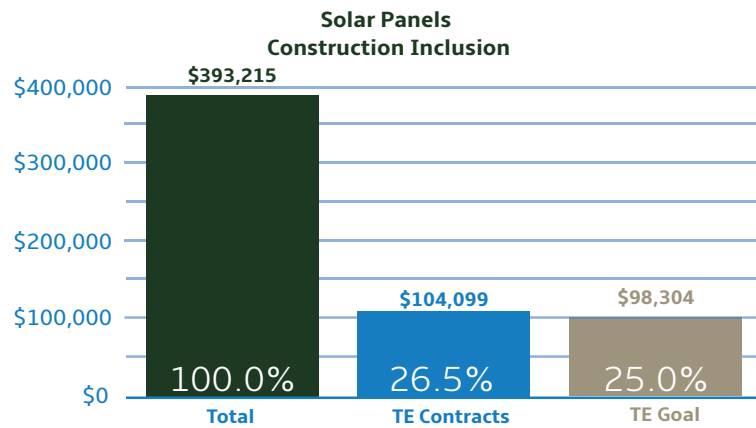
TARGETED BUSINESS FIRMS	DBE,MBE, SBE, WBE	SUBCONTRACTOR TO	SERVICE PERFORMED	CONTRACT AMOUNT	AMOUNT PAID THRU 12/31/2017
Rams Contracting, LTD.	S/M/WBE	J. F. Ahern Co.	Excavation	\$ 30,000	\$19,589
Sonag Ready Mix LLC	SBE	JP Cullen & Sons, Inc.	Ready Mix - Concrete & Flatwork	\$ 375,681	\$ 375,681
South Star, Inc.	S/D/MBE	Stark Pavement Corporation	Trucking- Debris and Paving	\$ 3,000	\$ 1,905
Superior Structural Corp.	WBE	J. P. Cullen & Sons, Inc.	Structural Steel	\$ 1,011,450	\$ 983,454
Thomas A Mason Company, Inc.	D/MBE	Prostar Surfaces, Inc.	Flooring Install	\$ 97,218	\$ 85,059
Thomas A Mason Company, Inc.	DBE	J. P. Cullen & Sons, Inc.	Painting	\$ 297,365	\$ 239,748
<b>TOTAL INCLUSION</b>				<b>\$ 6,959,694</b>	<b>\$ 6,610,386</b>
<b>INCLUSION AS A % OF CONSTRUCTION COST SUBJECT TO INCLUSION</b>				<b>29.5%</b>	
<b>INCLUSION AS A % OF CONSTRUCTION PAYMENTS MADE</b>				<b>29.9%</b>	
<b>CONSTRUCTION COST SUBJECT TO INCLUSION</b>				<b>\$ 23,610,949</b>	
<b>TOTAL CONSTRUCTION PAYMENTS THROUGH DECEMBER 31, 2017</b>				<b>\$22,125,410</b>	



# Construction Inclusion: Solar Panels

**Table 13 : Solar Panels Construction Inclusion through December 31, 2017**

TARGETED BUSINESS FIRMS	DBE,MBE, SBE, WBE	SUBCONTRACTOR TO	SERVICE PERFORMED	CONTRACT AMOUNT	AMOUNT PAID THRU 12/31/2017
Hurt Electric, Inc.	D/M/SBE	Sunvest Solar, Inc.	Electrical Equipment and Solar Panels	\$ 91,099	\$ 91,099
IBC Engineering Services, Inc.	D/W/SBE	Sunvest Solar, Inc.	Electrical Engineer and CAD Work	\$ 13,000	\$ 13,000
<b>TOTAL INCLUSION</b>				<b>\$ 104,099</b>	<b>\$ 104,099</b>
<b>INCLUSION AS A % OF CONSTRUCTION COST SUBJECT TO INCLUSION</b>				<b>26.5%</b>	
<b>INCLUSION AS A % OF CONSTRUCTION PAYMENTS MADE</b>				<b>26.5%</b>	
<b>CONSTRUCTION COST SUBJECT TO INCLUSION</b>				<b>\$ 393,215</b>	
<b>TOTAL CONSTRUCTION PAYMENTS THROUGH DECEMBER 31, 2017</b>					<b>\$ 393,215</b>



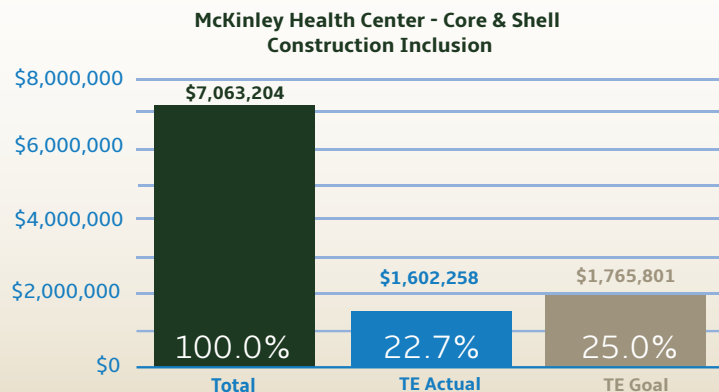
Worker installing flooring in pool area of F & MCW Sports Science Center project.



# Construction Inclusion: McKinley Health Center - Core & Shell

**Table 14 : McKinley Health Center - Core & Shell Construction Inclusion through December 31, 2017**

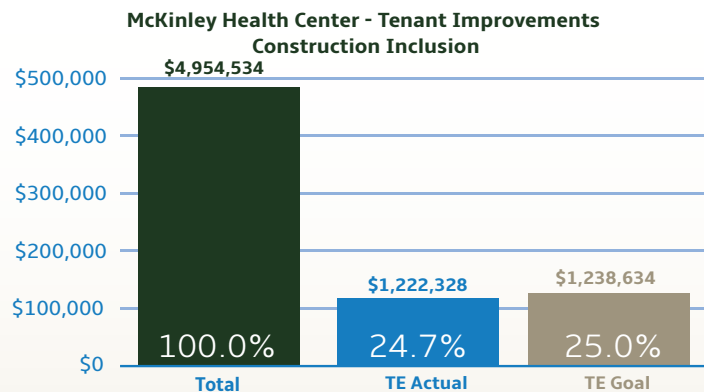
TARGETED BUSINESS FIRMS	DBE,MBE, SBE, WBE	SUBCONTRACTOR TO	SERVICE PERFORMED	CONTRACT AMOUNT	AMOUNT PAID THRU 12/31/2017
Belonger Corporation	D/M/S/WBE	J. F. Ahern Co.	RTU & Boiler Installation	\$ 310,000	\$ 197,584
Bohmann & Vick, Inc.	WBE	J. P. Cullen & Sons, Inc.	Site Utilities	\$ 113,207	\$ 101,886
Bohmann & Vick, Inc.	WBE	J. P. Cullen & Sons, Inc.	Site Utilities - WPL	\$ 17,410	\$ 15,669
Choice Construction Companies, Inc.	D/MBE	J. P. Cullen & Sons, Inc.	Rebar Installer - WPL	\$ 14,400	\$ 12,960
Choice Construction Companies, Inc.	D/MBE	J. P. Cullen & Sons, Inc.	Rebar Installer	\$ 93,213	\$ 71,473
Express Insulation, Inc.	D/WBE	J. F. Ahern Co.	Mechanical Insulation	\$ 28,450	\$ 28,450
Great Lakes Power Vac, LLC	D/WBE	Terra Engineering & Construction Corp.	Hydro-Excavation	\$ 2,223	
Hetzel-Sanfilippo, Inc.	D/WBE	J. P. Cullen & Sons, Inc.	Drywall	\$ 193,133	\$ 157,022
HVA Products Inc.	D/M/SBE	J. F. Ahern Co.	HVAC Equipment Vendeor	\$ 63,295	\$ 38,410
RAMS Contracting LTD	D/M/SBE	J. P. Cullen & Sons, Inc.	Excavation - WPL	\$ 192,450	\$ 173,205
RAMS Contracting LTD	D/M/SBE	J. P. Cullen & Sons, Inc.	Earthwork	\$ 351,840	\$ 292,931
Sonag Ready Mix LLC	MBE	Terra Engineering & Construction Corp.	Concrete	\$ 10,843	\$ 10,843
Sonag Ready Mix LLC	MBE	J. P. Cullen & Sons, Inc.	Ready Mix - Concrete	\$ 184,722	\$ 184,722
Thomas A. Mason Company, Inc.	D/M/SBE	J. P. Cullen & Sons, Inc.	Painting	\$ 27,072	\$ 11,958
<b>TOTAL INCLUSION</b>				<b>\$ 1,602,258</b>	<b>\$ 1,297,113</b>
<b>INCLUSION AS A % OF CONSTRUCTION COST SUBJECT TO INCLUSION</b>				<b>22.7%</b>	
<b>INCLUSION AS A % OF CONSTRUCTION PAYMENTS MADE</b>				<b>23.0%</b>	
<b>CONSTRUCTION COST SUBJECT TO INCLUSION</b>				<b>\$ 7,063,204</b>	
<b>TOTAL CONSTRUCTION PAYMENTS THROUGH DECEMBER 31, 2017</b>				<b>\$ 5,646,701</b>	



## Construction Inclusion: McKinley Health Center (Tenant Improvements)

**Table 15 : McKinley Health Center - Tenant Improvements Construction Inclusion through December 31, 2017**

TARGETED BUSINESS FIRMS	DBE,MBE, SBE, WBE	SUBCONTRACTOR TO	SERVICE PERFORMED	CONTRACT AMOUNT	AMOUNT PAID THRU 12/31/2017
Belonger Corporation	MBE	J. F. Ahern Co.	Plumbing	\$ 74,085	\$ 6,750
Express Insulation, Inc.	WBE	J. F. Ahern Co.	HVAC	\$ 104,205	\$ 72,000
Express Insulation, Inc.	WBE	J. F. Ahern Co.	Plumbing	\$ 28,175	\$ 28,175
Hetzel-Sanfilippo, Inc.	D/WBE	J. P. Cullen & Sons, Inc.	Gypsum Drywall	\$ 579,329	\$ 480,676
Hurt Electric Inc.	MBE	Pieper Electric Inc.	Electrical	\$ 261,234	\$ 181,632
Precision Concrete Cutting LLC	WBE	J. F. Ahern Co.	Coring	\$ 10,395	\$ 9,336
Regency Janitorial Services, Inc.	WBE	J. P. Cullen & Sons, Inc.	Final Cleaning	\$ 16,810	\$ 15,129
Thomas A. Mason Company, Inc.	D/MBE	J. P. Cullen & Sons, Inc.	Painting	\$ 148,095	\$ 128,786
<b>TOTAL INCLUSION</b>				<b>\$ 1,222,328</b>	<b>\$ 922,484</b>
<b>INCLUSION AS A % OF CONSTRUCTION COST</b>				<b>24.7%</b>	
<b>INCLUSION AS A % OF CONSTRUCTION PAYMENTS MADE</b>				<b>26.6%</b>	
<b>CONSTRUCTION COST SUBJECT TO INCLUSION</b>				<b>\$ 4,954,534</b>	
<b>TOTAL CONSTRUCTION PAYMENTS THROUGH DECEMBER 31, 2017</b>					<b>\$ 3,466,211</b>



# ENGINEERING FIRM LOOKS TO THE FUTURE WITH EFFICIENT AND SUSTAINABLE DESIGN

IBC Engineering Services - Fienna Zvenyach, President & CEO



Fienna Zvenyach

Founded in 1991, IBC Engineering Services, a Waukesha-based engineering firm, has been performing work across the country for over 25 years. With additional offices in Gary, Illinois, Washington, D.C, and Tampa, Florida, the firm is committed to providing innovative, energy efficient, and sustainable design work for clients across industries.

Fienna Zvenyach, President & CEO of IBC Engineering Services, is excited to add the Wisconsin Entertainment & Sports Center (“WESC”) and Froedtert & Medical College of Wisconsin Sports Science Center (Sports Science Center”) to their list of unique and challenging projects. For the Sports Science Center, IBC has designed the mechanical, electrical, plumbing, fire protection, and solar panel systems. For the WESC, IBC is in charge of the full fire alarm system, and also provides support on various tasks in selected areas of the space.

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*“This is a once in a lifetime career highlight.”*

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The experience has overall been a positive one: “We’ve never worked on a project like the WESC before. It not only gives us the chance to improve our resume, but also has allowed us to learn how knowledgeable engineers approach this type of project,” says Zvenyach. For Zvenyach, the impact of the WESC hits much closer to home. She continues, “This is a once in a lifetime career highlight. It’s so special to be able to drive by and show your kids or grandkids a beautiful building you helped create.”

The IBC team is one comprised of “interesting engineers who like to work on interesting projects,” according to Zvenyach. The firm is constantly evolving and uses its various office locations to its advantage, learning how things are done in other parts of the country. Within the office, they maintain a supportive, family-like environment. This closeness ensures that all employees remain confident in their work, a staple of any successful company, according to Zvenyach.

Other keys to success? “Don’t try to bite off more than you can chew. What you really want is controlled growth. This way, you can focus on providing specific deliverables and will always produce what you’ve promised your clients. Also, have fun!”

# OWNER OF STRUCTURAL STEEL COMPANY PROUD OF DEPENDABLE CREW TO REACH DEVELOPMENT GOALS

Best Erectors - Jennifer Podevels, President & Owner



Jennifer Podevels

Current president and owner of Best Erectors, Jennifer Podevels, purchased the company from her father in 2010. The firm specializes in structural steel erection, including curtain wall, miscellaneous metals, safety glow, railings, and more. The skilled team of 37 employees has made their mark on several notable projects throughout the Milwaukee area, including the Potawatomi Casino hotel, The Medical College of Wisconsin, as well as the new Northwestern Mutual building, and Westin Hotel. While most of their work lies in the Greater Milwaukee region, they have also performed on projects in Madison, WI.

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*"It comes as no surprise that a project this magnitude requires a great deal of coordination and flexibility."*

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Best Erectors is proud to participate in the 5th Street Parking Structure project, tasked with installing the stairs and curtain wall for the 5th Street Parking Structure. It comes as no surprise that a project of this magnitude requires a great deal of coordination and flexibility.

Jennifer shares, "One of the biggest challenges is definitely adapting to constantly changing schedules." The significance of the opportunity to work on this project is not lost on Jennifer, who believes that this job has helped her, as the owner of an SBE and WBE firm, to get their name out there and expand their knowledge beyond their specialty of curtain wall. This goal is within reach, thanks to her dependable crew.

"Without my workers we just wouldn't be Best Erectors. They are always reliable and take care of problems immediately," Jennifer shares. These characteristics help the team to stand out on the job site, and contribute to their continued growth and success. Jennifer strongly believes that the key to being a good leader is viewing yourself as equal to all employees, and advises new business owners to do the same. "Treat your employees how you'd want to be treated, and never forget where you came from. Without the little guys, nothing would get done."



# Workforce Inclusion

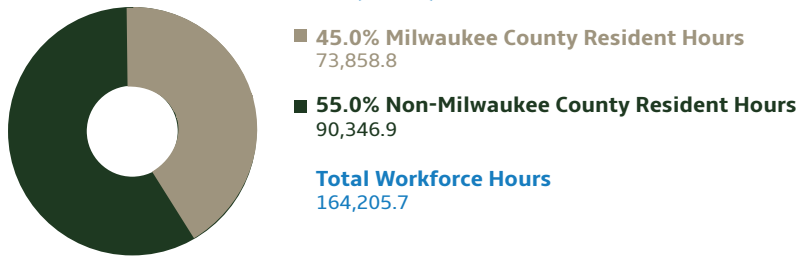


# Workforce Inclusion: 5th Street Parking Structure

**Table 16 : 5th Street Parking Structure Milwaukee County Resident (MCR) Inclusion through December 31, 2017**

Total Workforce Hours	164,205.7
MCR Target Based on Total Hours (multiplied by 25%)	41,051.4
Applicable MCR Goal	25.0%
Total MCR Workforce Hours	73,858.8
MCR Workforce Hours Above (Below) Goal	32,807.4
MCR Percentage (Total MCR Construction Hours/Total Construction Hours Worked)	45.0%

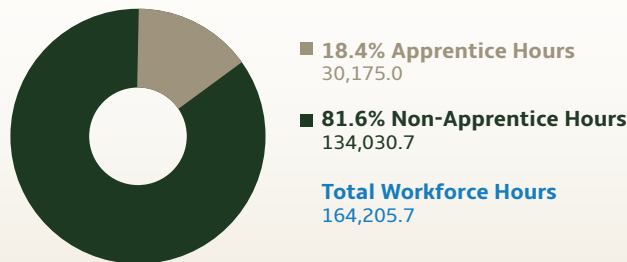
## Milwaukee County Resident (MCR) Inclusion



**Table 17 : 5th Street Parking Structure Apprentice Inclusion through December 31, 2017**

Total Workforce Hours	164,205.7
Apprentice Target Based on Total Hours (multiplied by 15%)	24,630.9
Applicable Apprentice Goal	15.0%
Total Apprentice Workforce Hours	30,175.0
Apprentice Workforce Hours Above (Below) Goal	5,544.1
Apprentice Percentage (Total Apprentice Construction Hours/Total Construction Hours Worked)	18.4%

## Apprentice Inclusion



# Workforce Inclusion: 5th Street Parking Structure

**Table 18 : 5th Street Parking Structure Milwaukee County Resident (MCR) Inclusion by Contractor through December 31, 2017**

CONTRACTOR	SUBCONTRACTOR TO	SERVICE PERFORMED	WORKFORCE HOURS	MCR INCLUSION HOURS THROUGH 12/31/2017
J.H. Findorff & Son Inc.	General Contractor	CIP Foundations	11,520.0	5,729.5
3G Trucking, LLC	Lake Edge Logistics, LLC	Trucking	19.0	19.0
Austad & Son, Inc	J.H. Findorff & Son Inc.	Acoustical Tile Contractor	48.0	0.0
Automated Parking Tech, LLC	J.H. Findorff & Son Inc.	Automated Parking	257.0	0.0
Best Erectors, Inc.	Midwest Stairs & Iron, Inc.	Structural Steel	3,492.5	2,084.0
Bohmann & Vick, Inc.	J.H. Findorff & Son Inc.	Utilities	484.5	186.5
Breezy Hill Nursery, Inc	J.H. Findorff & Son Inc.	Landscape Services	180.1	0.0
CG Schmidt, Inc.	J.H. Findorff & Son Inc.	CIP Structure	73,228.8	36,295.0
Choice Construction Companies, Inc.	J.H. Findorff & Son Inc.	Install, Reinforcing Steel/ Bridge Work	25,544.5	10,979.0
Concrete & Masonry Restoration, LLC	J.H. Findorff & Son Inc.	Concrete and Masonry Resurfacing	842.3	279.3
David's M Trucking LLC	Guin's Trucking LLC	Trucking	7.2	7.2
Dawes Rigging & Crane Rental, Inc.	Egan Company	Crane Rental	162.5	0.0
Duwe Metal Products, Inc.	J.P. Cullen & Sons, Inc.	Metal Fabricating	2,621.5	812.0
Dywidag Systems Int'l USA, Inc.	Midwest Stairs & Iron, Inc.	Post Tensioning	99.5	49.0
Earth Augering Service LLC	Lemberg Electric Company, Inc.	Trenching	133.0	0.0
Edgerton Contractors, Inc.	J.H. Findorff & Son Inc.	Earthwork	2,888.0	649.8
EFH Trucking LLC	Lake Edge Logistics, LLC	Trucking	321.2	321.2
Express Insulation, Inc.	J.F. Ahern Co.	Insulation	196.0	150.0
Gonzalez E LLC	EFH Trucking LLC	Trucking	402.8	384.0
Guin's Trucking LLC	EFH Trucking LLC	Trucking	22.0	22.0
Hard Rock Sawing & Drilling Specialists Co.	CG Schmidt, Inc.	Deep Sawing	19.0	0.0
Hennes Services, Inc.	Lemberg Electric Company, Inc.	Electrical	28.5	0.0
Hetzel-Sanfilippo, Inc.	Langer Roofing & Sheet Metal Inc.	Gypsum wallboard	833.5	517.0
Hiram Power Electric	Staff Electric Co., Inc.	Electrical	129.0	129.0
Hurt Electric, Inc.	Uihlein Electric Co., Inc.	Underground Electrical	246.5	246.5

Table continued on next page

# Workforce Inclusion: 5th Street Parking Structure

**Table 18.1 : 5th Street Parking Structure Milwaukee County Resident (MCR) Inclusion by Contractor - Continued**

CONTRACTOR	SUBCONTRACTOR TO	SERVICE PERFORMED	WORKFORCE HOURS	MCR INCLUSION HOURS THROUGH 12/31/2017
HVA Products, Inc.	J.F. Ahern Co.	General Contracting	189.5	0.0
Illinois Facility Maintenance, Inc	J.H. Findorff & Son Inc.	Janitorial Service	96.0	0.0
J. F. Ahern Co.	J.H. Findorff & Son Inc.	Plumbing/HVAC/Fire Protection	4,479.0	2,126.5
J.F. Cook Co., Inc.	J.H. Findorff & Son Inc.	Overhead Garage Door Installation	28.5	0.0
J.P. Anthony, Inc.	Uihlein Electric Co., Inc.	Concrete Cutting	6.5	0.0
JCP Construction LLC	J.H. Findorff & Son Inc.	General Contracting	581.8	170.8
Keen Trucking LLC	EFH Trucking LLC	Trucking	19.4	19.4
Kenwood Company	J.H. Findorff & Son Inc.	Sealants and Traffic Coating	234.0	70.0
Klein-Dickert Milwaukee, Inc.	J.H. Findorff & Son Inc.	Glass/Glazing	2,024.0	565.5
KMI Construction LLC	J.H. Findorff & Son Inc.	Masonry/Precast	9,702.0	4,448.0
Kone, Inc	J.H. Findorff & Son Inc.	Elevator	1,675.0	0.0
Langer Roofing & Sheet Metal Inc.	J.H. Findorff & Son Inc.	Roofing	1,521.0	365.5
Lemberg Electric Company, Inc.	J.H. Findorff & Son Inc.	Electrical	9,027.0	3,811.0
Lippert Flooring and Tile	J.H. Findorff & Son Inc.	Flooring & Tile	198.5	0.0
Luz Mercado Trucking, Inc.	EFH Trucking LLC	Trucking	235.0	0.0
MCE Trucking LLC	EFH Trucking LLC	Trucking	26.2	26.2
Michels Corporation	J.H. Findorff & Son Inc.	Piles	1,769.0	1,217.0
Monos Trucking	EFH Trucking LLC	Trucking	17.5	17.5
Mortl Restoration, Inc.	KMI Construction LLC	Restoration	112.5	19.0
Munson, Inc.	J.H. Findorff & Son Inc.	Fencing and Paving	109.0	35.5
Parking Lot Maintenance, Inc	Stark Asphalt Service, Inc.	Asphalt and Concrete Paving	656.0	0.0
Poblocki Sign Company, LLC	J.H. Findorff & Son Inc.	Signage	320.5	0.0
Potratz Concrete Pumping South, Inc.	CG Schmidt, Inc.	Concrete Pumping	366.0	0.0
Pro Therm Insulation	KMI Construction LLC	Insulation	69.0	0.0
Ram's Trucking LLC	EFH Trucking LLC	Trucking	15.8	0.0

Table continued on next page

# Workforce Inclusion: 5th Street Parking Structure

**Table 18.2 : 5th Street Parking Structure Milwaukee County Resident (MCR) Inclusion by Contractor - Continued**

CONTRACTOR	SUBCONTRACTOR TO	SERVICE PERFORMED	WORKFORCE HOURS	MCR INCLUSION HOURS THROUGH 12/31/2017
Regency Janitorial Service, Inc.	J.H. Findorff & Son Inc.	Janitorial Service	377.0	160.8
Renegade Trucking LLC	Lake Edge Logistics, LLC	Trucking	7.0	7.0
RTA Trucking LLC	EFH Trucking LLC	Trucking	40.6	40.6
Sanchez Painting Contractors, Inc.	J.H. Findorff & Son Inc.	Painting	2,593.0	799.0
Sciachitano Caulking, Inc	J.H. Findorff & Son Inc.	Caulking	520.0	0.0
South Star, Inc.	Lake Edge Logistics, LLC	Trucking	76.8	68.0
Staff Electric Co., Inc.	J.H. Findorff & Son Inc.	Electrical	1,138.5	490.5
Stark Asphalt Service, Inc.	J.H. Findorff & Son Inc.	Asphalt Paving	890.3	386.0
Steve's Trenching Service, Inc.	Uihlein Electric Co., Inc.	Trenching	103.5	0.0
Terminal-Andrae, Inc.	J.F. Ahern Co.	Electrical	49.0	0.0
Uihlein Electric Co., Inc.	CG Schmidt, Inc.	Underground Electrical	729.0	155.0
Wahlen Corp.	J.H. Findorff & Son Inc.	Parking Lot Stripping	58.8	0.0
Zander Solutions, LLC	J.H. Findorff & Son Inc.	Waterproofing	49.0	0.0
Zenith Tech, Inc.	Edgerton Contractors, Inc.	Furnish & Install 26 Pipe Piling/ Earth Retention	368.0	0.0
<b>TOTAL WORKFORCE HOURS</b>			<b>164,205.7</b>	<b>73,858.8</b>
<b>MCR PERCENTAGE REQUIREMENT</b>			<b>25.0%</b>	
<b>MCR PERCENTAGE TO DATE</b>				<b>45.0%</b>

**Electrician carrying piping to 5th Street Parking Structure.**



# Workforce Inclusion: 5th Street Parking Structure

**Table 19 : 5th Street Parking Structure Apprentice Inclusion by Trade through December 31, 2017**

TRADE	JOURNEYPerson HOURS	APPRENTICE HOURS
Acoustic Ceiling Tile Installer	72.0	27.0
Bricklayer, Blocklayer or Stonemason	5,122.5	1,379.0
Carpenter	45,017.5	7,681.8
Cement Finisher	10,045.0	2,222.8
Drywall Taper or Finisher	321.5	0.0
Electrician	6,949.0	3,163.0
Elevator Construction	1,510.0	165.0
Fire Sprinkler Fitter	1,223.0	540.0
Glazier	2,024.0	0.0
Heavy Equipment Operator	5,357.0	1,311.0
Insulator	69.0	0.0
Heat or Frost Insulator	46.0	150.0
Ironworker	21,761.0	9,933.5
Overhead Door Insulator	381.5	0.0
Laborer	25,346.4	671.5
Painter	2,171.5	266.5
Pavement Marking Operator	324.5	0.0
Piledriver	561.5	261.5
Plumber	531.0	1,507.0
Rofer or Waterproofer	474.0	183.0
Sheet Metal Worker	917.0	384.0
Steamfitter	40.0	0.0
Teledata Technician or Installer	1,087.0	157.0
Tile Finisher	12.0	0.0
Truck Driver	1,280.4	0.0
Tuck Pointer	1,234.0	171.5
<b>TOTALS</b>	<b>133,878.2</b>	<b>30,175.0</b>
<b>APPRENTICE PERCENTAGE REQUIREMENT</b>	<b>15.0%</b>	
<b>APPRENTICE PERCENTAGE TO DATE</b>		<b>18.4%</b>

# Workforce Inclusion: 5th Street Parking Structure

Table 20 : 5th Street Parking Structure Milwaukee County Resident (MCR) Inclusion by Zip Code & Trade

Trade	# OF MCR WORKERS	ZIP CODE	TOTAL MCR HOURS THROUGH 12/31/2017
Acoustic Ceiling Tile Installer	1	53204	27.0
Bricklayer	1	53204	398.0
	1	53210	921.0
	1	53213	390.5
	1	53218	30.5
	1	53223	781.5
	1	53227	931.0
	Carpenter	1	53130
1		53154	535.5
1		53172	429.5
1		53202	1,498.0
2		53206	386.0
4		53207	2,775.5
1		53208	384.5
1		53209	836.5
3		53210	1,849.3
1		53211	6.0
1		53212	5.0
2		53213	2,568.0
4		53215	2,554.0
1		53216	806.0
4		53219	1,124.0
1		53220	1535.5
1		53221	458.5
4		53222	5263.5
1		53224	1523.5
1		53225	88

Table continued on next page

# Workforce Inclusion: 5th Street Parking Structure

Table 20.1 : 5th Street Parking Structure Milwaukee County Resident (MCR) Inclusion by Zip Code & Trade - Continued

Trade	# OF MCR WORKERS	ZIP CODE	TOTAL MCR HOURS THROUGH 12/31/2017
Carpenter	2	53227	1252
Cement Finisher	1	53132	651.5
	2	53202	335.5
	1	53205	32.0
	1	53207	760.5
	1	53209	1,110.0
	1	53210	32.0
	2	53215	214.0
	2	53219	1,172.5
	1	53223	38.0
	1	53224	944.5
Electrician	1	53129	2.0
	2	53154	48.0
	1	53202	516.5
	1	53207	162.5
	2	53210	165.0
	2	53213	77.5
	1	53215	1,988.0
	1	53217	40.0
	1	53220	1,051.5
1	53226	161.5	
Fire Sprinkler Fitter	1	53227	197.0
Glazier	1	53209	123.0
	1	53212	8.0
	1	53220	434.5
Heat or Frost Insulator	1	53221	150.0
Heavy Equipment Operator	1	53132	130.0

Table continued on next page



# Workforce Inclusion: 5th Street Parking Structure

Table 20.2 : 5th Street Parking Structure Milwaukee County Resident (MCR) Inclusion by Zip Code & Trade - Continued

Trade	# OF MCR WORKERS	ZIP CODE	TOTAL MCR HOURS THROUGH 12/31/2017
Heavy Equipment Operator	1	53214	82.5
	1	53207	140.5
	1	53224	112.5
	1	53215	118.5
	1	53207	74.0
Ironworker	1	53029	377.5
	5	53204	1,295.5
	3	53206	529.5
	2	53207	196.5
	5	53208	1,068.5
	3	53210	710.5
	2	53212	272.5
	2	53213	129.0
	8	53215	3,192.5
	1	53216	144.5
	4	53219	2,458.5
	1	53220	20.0
	4	53221	897.8
	1	53222	930.5
	3	53223	372.3
1	53227	864.0	
1	53233	475.5	
Laborer	1	53154	1,286.0
	5	53204	379.3
	1	53205	30.0
	4	53207	1,950.5
	1	53208	816.5

Table continued on next page

# Workforce Inclusion: 5th Street Parking Structure

Table 20.3 : 5th Street Parking Structure Milwaukee County Resident (MCR) Inclusion by Zip Code & Trade - Continued

Trade	# OF MCR WORKERS	ZIP CODE	TOTAL MCR HOURS THROUGH 12/31/2017
Laborer	3	53209	1,071.0
	1	53210	18.0
	1	53211	102.8
	1	53213	2,063.5
	8	53215	1,847.8
	5	53216	1,540.5
	2	53218	11.0
	1	53219	205.0
	1	53222	71.0
	1	53223	138.0
	1	53224	88.0
Painter	1	53225	241.5
	1	53227	504.5
	3	53204	749.0
Piledriver	1	53219	50.0
	2	53110	242.5
Plumber	1	53154	301.5
	1	53206	261.5
	1	53110	832.0
	1	53204	263.0
Roofer or Waterproofer	1	53210	547
	1	53225	56
	1	53214	42.0
	2	53215	66.0
Sheet Metal Worker	2	53219	35.0
	1	53225	23.5
Sheet Metal Worker	1	53154	17.0

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# Workforce Inclusion: 5th Street Parking Structure

Table 20.4 : 5th Street Parking Structure Milwaukee County Resident (MCR) Inclusion by Zip Code & Trade - Continued

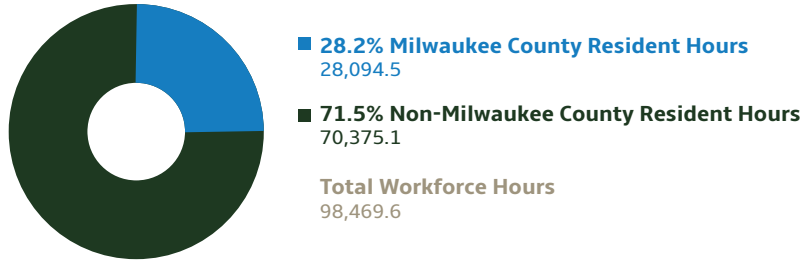
Trade	# OF MCR WORKERS	ZIP CODE	TOTAL MCR HOURS THROUGH 12/31/2017
Sheet Metal Worker	1	53207	199.0
	1	53211	116.0
	1	53215	58.5
Steamfitter	1	53215	40.0
Teledata Technician or Installer	1	53154	11.5
	1	53214	433.0
	1	53216	129.0
	1	53221	11.5
	1	53222	11.5
	1	53225	11.5
	1	53226	11.5
Tuckpointer	2	53215	461.0
	1	53219	312.0
Truck Driver	1	53204	115.9
	1	53207	19.4
	1	53208	6.8
	1	53209	8.8
	3	53210	24.8
	1	53214	26.2
	11	53215	362.7
	1	53216	14.0
	2	53219	300.2
	2	53220	25.0
	1	53221	7.7
1	53222	7.0	
2	53223	13.8	
	<b>229</b>	<b>TOTAL</b>	<b>73,858.8</b>

# Workforce Inclusion: F & MCW Sports Science Center

**Table 21 : F & MCW Sports Science Center Milwaukee County Resident (MCR) Inclusion through December 31, 2017**

Total Workforce Hours	98,469.6
MCR Target Based on Total Hours (multiplied by 25%)	24,617.4
Applicable MCR Goal	25.0%
Total MCR Workforce Hours	28,094.5
MCR Workforce Hours Above (Below) Goal	3,477.1
MCR Percentage (Total MCR Construction Hours/Total Construction Hours Worked)	28.5%

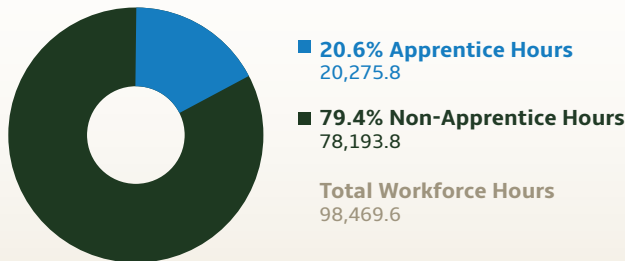
## Milwaukee County Resident (MCR) Inclusion



**Table 22 : F & MCW Sports Science Center: Apprentice Inclusion through December 31, 2017**

Total Workforce Hours	98,469.6
Apprentice Target Based on Total Hours (multiplied by 15%)	14,770.4
Applicable Apprentice Goal	15.0%
Total Apprentice Workforce Hours	20,275.8
Apprentice Workforce Hours Above (Below) Goal	5,505.3
Apprentice Percentage (Total Apprentice Construction Hours/Total Construction Hours Worked)	20.6%

## Apprentice Inclusion



# Workforce Inclusion: F & MCW Sports Science Center

Inside of the F & MCW Sports Center Center.



# Workforce Inclusion: F & MCW Sports Science Center

**Table 23 : F & MCW Sports Science Center Milwaukee County Resident (MCR) Inclusion by Contractor through December 31, 2017**

CONTRACTOR	SUBCONTRACTOR TO	SERVICE PERFORMED	WORKFORCE HOURS	MCR INCLUSION HOURS THROUGH 12/31/2017
J.P. Cullen & Sons, Inc.	Prime	Concrete/Precast/Prefab Mtl Panel/Struct Steel Installation	32,742.5	8,018.0
Belonger Corporation, Inc.	J. F. Ahern Co.	Plumbing/HVAC	1,946.0	340.0
Bohmann & Vick, Inc.	J.P. Cullen & Sons, Inc.	Plumbing Site Utilities	1,213.5	351.0
Choice Construction Companies, Inc.	J.P. Cullen & Sons, Inc.	Reinforcing Steel Installation	2,744.0	1,303.5
Dairyland Energy Solutions, Inc.	JCI - Staff Electric CO, Inc.	Electrical	624.0	624.0
Design Build Fire Protection of Wisconsin, Inc.	J.P. Cullen & Sons, Inc.	Fire Suppression	746.0	0.0
East Moline Glass Co.	J.P. Cullen & Sons, Inc.	Glass Installation	3,337.5	0.0
Express Insulation, Inc.	J. F. Ahern Co.	Fiberglass Pipe Installation	2,499.0	1,431.5
Foundation Service Corp.	J.P. Cullen & Sons, Inc.	Rock Supplier	419.0	0.0
Hetzel-Sanfillippo, Inc.	J.P. Cullen & Sons, Inc.	Drywall/Metal Stud Installation	8,159.5	2,000.0
Hurt Electric, Inc.	Pieper Electric, Inc.	Solar equipment/Install	1,296.0	976.0
J. F. Ahern Co.	J.P. Cullen & Sons, Inc.	Plumbing/HVAC Installation	8,199.5	2,173.0
Johnson Controls, Inc.	Staff Electric Co., Inc.	Electrical	4,828.5	977.0
Kone, Inc.	J.P. Cullen & Sons, Inc.	Elevator	879.0	343.0
Michels Corporation	J.P. Cullen & Sons, Inc.	Fabrication	106.0	36.0
Nations Roof North, LLC	J.P. Cullen & Sons, Inc.	Roofing	250.5	0.0
Neuman Pools, Inc.	J.P. Cullen & Sons, Inc.	Custom Pools Installation	7.0	0.0
Northern Illinois Terrazzo & Tile Company	J.P. Cullen & Sons, Inc.	Ceramic Tile Contractor	498.0	0.0
Pieper Electric, Inc.	J.P. Cullen & Sons, Inc.	Electrical	9,900.5	4,322.0
Prostar Surfaces, Inc.	J.P. Cullen & Sons, Inc.	Athletic surface Installation	3,769.6	0.0
Rams Contracting, LTD.	J.P. Cullen & Sons, Inc.	Earthwork, Site Grading	4,718.0	1,918.5
Schranz Roofing and Sheet Metal	J.P. Cullen & Sons, Inc.	Roofing/Sheet Metal	2,057.5	185.0
South Star, Inc.	Rams Contracting, LTD.	Trucking-Debris and Paving	68.8	56.8
Stark Pavement Corporation	J.P. Cullen & Sons, Inc.	Concrete Paving	1,222.5	383.5

Table continued on next page

# Workforce Inclusion: F & MCW Sports Science Center

Table 23.1 : F & MCW Sports Science Center Milwaukee County Resident (MCR) Inclusion by Contractor - Continued

CONTRACTOR	SUBCONTRACTOR TO	SERVICE PERFORMED	WORKFORCE HOURS	MCR INCLUSION HOURS THROUGH 12/31/2017
Thomas A. Mason Company, Inc.	J.P. Cullen & Sons, Inc.	Painting/Flooring	3,112.0	1,034.0
Tremmel-Anderson Trucking, LLC	Rams Contracting, LTD.	Trucking	1,262.3	1,158.3
VerHalen, Inc.	J.P. Cullen & Sons, Inc.	Interior/Office Furniture	867.0	463.5
Zander Solutions, LLC	J.P. Cullen & Sons, Inc.	Waterproofing	996.0	0.0
<b>TOTAL WORKFORCE HOURS</b>			<b>98,469.6</b>	<b>28,094.5</b>
<b>MILWAUKEE COUNTY RESIDENTS PERCENTAGE REQUIREMENT</b>			<b>25.0%</b>	
<b>MCR PERCENTAGE TO DATE</b>				<b>28.5%</b>

Workers completing final construction on F & MCW Sports Science Center project.



# Workforce Inclusion: F & MCW Sports Science Center

Table 24 : F & MCW Sports Science Center Apprentice Inclusion by Trade through December 31, 2017

TRADE	JOURNEYPerson HOURS	APPRENTICE HOURS
Bricklayer	4,229.5	0.0
Carpenter	17,815.5	4,842.0
Cement Finisher	1,838.5	140.5
Drywall Taper or Finisher	1,904.0	365.0
Electrician	8,175.0	5,691.5
Elevator Constructor	448.0	431.0
Fire Sprinkler Fitter	394.0	355.0
Glazier	3,337.5	0.0
Heat or Frost Insulator	1,792.5	706.5
Heavy Equipment Operator	6,775.0	825.8
Ironworker	4,518.0	1,356.0
Laborer	9,019.8	502.5
Painter	2,473.5	346.0
Piledriver	70.0	0.0
Plumber	1,803.0	1,743.0
Roofer or Waterproofer	2,471.5	580.5
Sheet Metal	2,834.5	852.0
Steamfitter	2,346.5	775.5
Teledata Installer	1,979.5	763.0
Terrazzo Finisher	190.8	0.0
Tile Setter/Finisher	1,325.6	0.0
Truck Driver	2,452.0	0.0
<b>TOTALS</b>	<b>78,194.1</b>	<b>20,275.8</b>
<b>APPRENTICE PERCENTAGE REQUIREMENT</b>	<b>15.0%</b>	
<b>APPRENTICE PERCENTAGE TO DATE</b>		<b>20.6%</b>



# Workforce Inclusion: F & MCW Sports Science Center

Table 25 : F & MCW Sports Science Center Milwaukee County Resident (MCR) Inclusion by Zip Code & Trade

Trade	# OF MCR WORKERS	ZIP CODE	TOTAL MCR HOURS THROUGH 12/31/2017
Carpenter	2	53132	1,668.5
	1	53172	138.0
	2	53208	28.0
	1	53209	463.5
	1	53211	286.5
	1	53214	146.0
	1	53215	892.5
	1	53220	103.5
Cement Finisher	1	53227	1235
	2	53215	129.0
Drywall	1	53220	65.5
	1	53208	324.5
Electrician	1	53221	365.0
	1	53110	883.0
	3	53207	1,812.5
	1	53208	1,065.0
	1	53212	252.5
	1	53214	212.0
	2	53215	454.5
	1	53219	291.0
Elevator Construction	1	53220	152.0
	1	53224	1,083.0
Heat or Frost Insulator	1	53213	343.0
	1	53215	200.0
	1	53216	238.0
	1	53219	605.5

Table continued on next page

# Workforce Inclusion: F & MCW Sports Science Center

Table 25.1 : F & MCW Sports Science Center Milwaukee County Resident (MCR) Inclusion by Zip Code & Trade - Continued

Trade	# OF MCR WORKERS	ZIP CODE	TOTAL MCR HOURS THROUGH 12/31/2017
Heat or Frost Insulator	1	53221	337.5
	1	53227	50.5
Heavy Equipment Operator	1	53051	2.5
	1	53072	4.0
	1	53206	13.3
	1	53207	186.0
	1	53215	5.5
	2	53218	69.8
	4	53219	782.0
	1	53222	18.5
	1	53224	165.0
	1	53225	812.5
Ironworker	1	53154	8.0
	1	53208	55.5
	1	53210	86.5
	1	53213	299.5
	3	53215	269.5
	1	53216	14.5
	2	53219	618.5
	1	53222	107.0
	1	53223	8.0
	1	53227	155.5
Laborer	1	53110	8.0
	1	53207	52.5

Table continued on next page

# Workforce Inclusion: F & MCW Sports Science Center

Table 25.2 : F & MCW Sports Science Center Milwaukee County Resident (MCR) Inclusion by Zip Code & Trade - Continued

Trade	# OF MCR WORKERS	ZIP CODE	TOTAL MCR HOURS THROUGH 12/31/2017
Laborer	1	53211	17.8
	1	53212	20.5
	2	53216	1,070.0
	1	53218	428.5
	1	53222	14.3
	1	53224	9.0
	1	53225	56.0
	1	53228	1,720.5
Painter	1	53208	85.0
	1	53210	510.0
	1	53214	439.0
Piledriver	1	53154	19
	1	53207	17
Plumber	1	53110	126.0
	1	53209	815.0
	1	53210	744.0
	1	53215	268
	1	53225	30
Roofer or Waterproofer	1	53204	9.5
	1	53206	166.0
	1	53215	9.5
Sheet Metal Worker	1	53211	141.0
	1	53218	317.0
	1	53221	72.0
Teledata Technician or Installer	1	53209	371.5
	1	53222	322.0

Table continued on next page

# Workforce Inclusion: F & MCW Sports Science Center

Table 25.3: F & MCW Sports and Science Center Milwaukee County Resident (MCR) Inclusion by Zip Code & Trade - Continued

Trade	# OF MCR WORKERS	ZIP CODE	TOTAL MCR HOURS THROUGH 12/31/2017
Truck Driver	2	53204	65.0
	1	53205	13.8
	2	53206	13.3
	1	53207	77.8
	5	53209	132.8
	5	53210	454.5
	7	53215	204.8
	2	53216	309.3
	2	53218	62.5
	3	53219	214.3
	3	53221	59.5
	4	53222	217.3
	3	53223	29.5
	1	53224	19.0
4	53225	440.0	
	<b>138</b>	<b>TOTAL</b>	<b>28,094.5</b>

Interior pictures of F & MCW Sports Science Center.



# Workforce Inclusion: F & MCW Sports Science Center

Photo of F & MCW Sports Science Center grand opening.

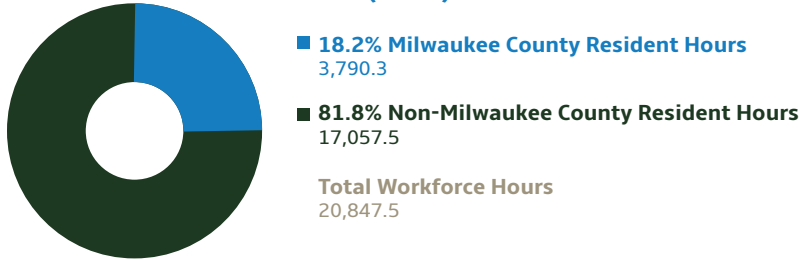


# Workforce Inclusion: McKinley Health Center - Core & Shell

**Table 26 : McKinley Health Center: Milwaukee County Resident (MCR) Inclusion through December 31, 2017**

Total Workforce Hours	20,847.8
MCR Target Based on Total Hours (multiplied by 25%)	5,211.9
Applicable MCR Goal	25.0%
Total MCR Workforce Hours	3,790.3
MCR Workforce Hours Above (Below) Goal	(1,421.6)
MCR Percentage (Total MCR Construction Hours/Total Construction Hours Worked)	18.2%

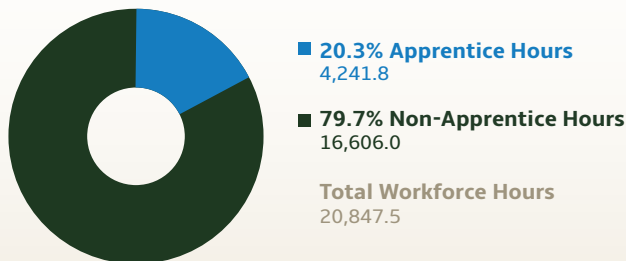
## Milwaukee County Resident (MCR) Inclusion



**Table 27 : McKinley Health Center Apprentice Inclusion through December 31, 2017**

Total Workforce Hours	20,847.8
Apprentice Target Based on Total Hours (multiplied by 15%)	3,127.2
Applicable Apprentice Goal	15.0%
Total Apprentice Workforce Hours	4,241.8
Apprentice Workforce Hours Above (Below) Goal	1,114.6
Apprentice Percentage (Total Apprentice Construction Hours/Total Construction Hours Worked)	20.3%

## Apprentice Inclusion



# Workforce Inclusion: McKinley Health Center - Core & Shell

Inside lobby of McKinley Health Center project.



# Workforce Inclusion: McKinley Health Center - Core & Shell

Table 28 : McKinley Health Center Milwaukee County Resident (MCR) Inclusion by Contractor through December 31, 2017

CONTRACTOR	SUBCONTRACTOR TO	SERVICE PERFORMED	WORKFORCE HOURS	MCR INCLUSION HOURS THROUGH 12/31/2017
J.P. Cullen & Sons, Inc.	Prime	Concrete/Precast/ Prefab Mtl Panel/Struct Steel Installation	10,392.5	1,697.0
Belonger Corporation, Inc.	J.P. Cullen & Sons, Inc.	Mechanical and Plumbing	729.5	188.0
Bohmann & Vick, Inc.	J.P. Cullen & Sons, Inc.	Plumbing Site Utilities	289.5	26.0
Choice Construction Companies, Inc.	J.P. Cullen & Sons, Inc.	Reinforcing Steel Installation	933.5	460.5
Design Build Fire Protection of Wisconsin, Inc.	J.P. Cullen & Sons, Inc.	Fire Protection	346.0	0.0
East Moline Glass Co.	J.P. Cullen & Sons, Inc.	Glass Services	680.0	0.0
Foundation Service Corp.	J.P. Cullen & Sons, Inc.	Foundations	245.5	0.0
Hetzel-Sanfillippo, Inc.	J.P. Cullen & Sons, Inc.	Gypsum Wallboard	1,343.0	199.0
Hurt Electric, Inc.	J.P. Cullen & Sons, Inc.	Electrical	590.0	316.5
J. F. Ahern Co.	J.P. Cullen & Sons, Inc.	Fire Protection/ Mechanical/Pipe Fabrication	1,432.0	263.0
Kone, Inc.	J.P. Cullen & Sons, Inc.	Elevators	769.5	38.0
Nations Roof North, LLC	J.P. Cullen & Sons, Inc.	Roofing	1,285.0	0.0
Pieper Electric, Inc.	J.P. Cullen & Sons, Inc.	Electrical	321.5	70.5
Rams Contracting, LTD.	J.P. Cullen & Sons, Inc.	Earthwork/Site Grading	381.8	97.8
South Star, Inc.	J.P. Cullen & Sons, Inc.	Trucking	13.0	4.5
Stark Pavement Corporation	J.P. Cullen & Sons, Inc.	Asphalt/Concrete Paving	749.5	220.0
Thomas A. Mason Company, Inc.	J.P. Cullen & Sons, Inc.	Masonry	298.0	186.0
Tremmel-Anderson Trucking, LLC	J.P. Cullen & Sons, Inc.	Trucking	23.5	23.5
Zander Solutions, LLC	J.P. Cullen & Sons, Inc.	Waterproofing/ Foundation Repair	24.5	0.0
TOTAL WORKFORCE HOURS			20,847.8	3,790.3
MILWAUKEE COUNTY RESIDENTS PERCENTAGE REQUIREMENT			25.0%	
MCR PERCENTAGE TO DATE				18.2%



# Workforce Inclusion: McKinley Health Center - Core & Shell

**Table 29 : McKinley Health Center Apprentice Inclusion by Trade through December 31, 2017**

TRADE	JOURNEYPerson HOURS	APPRENTICE HOURS
Bricklayer	799.0	0.0
Carpenter	3,694.0	1,297.5
Cement Finisher	872.5	54.0
Drywall Finisher	36.5	0.0
Electrician	583.5	328.0
Elevator Constructor	709.5	60.0
Fire Sprinkler Fitter	171.0	175.0
Glazier	680.0	0.0
Heavy Equipment Operator	1,752.5	191.8
Ironworker	2,711.0	1,021.0
Laborer	1,784.8	93.5
Painter	298.0	0.0
Plumber	523.0	187.0
Roofer	24.5	0.0
Sheet Metal Worker	1,509.5	776.0
Steamfitter	352.0	58.0
Truck Driver	104.8	0.0
<b>TOTALS</b>	<b>16,606.0</b>	<b>4,241.8</b>
<b>APPRENTICE PERCENTAGE REQUIREMENT</b>	<b>15.0%</b>	
<b>APPRENTICE PERCENTAGE TO DATE</b>		<b>20.3%</b>

# Workforce Inclusion: McKinley Health Center - Core & Shell

Table 30: McKinley Health Center Milwaukee County Resident (MCR) Inclusion by Zip Code & Trade

Trade	# OF MCR WORKERS	ZIP CODE	TOTAL MCR HOURS THROUGH 12/31/2017
Carpenter	2	53132	857.0
	1	53208	8.0
	1	53211	177.0
	1	53215	14.0
	1	53227	68.5
Cement Finisher	2	53215	81.5
Electrician	2	53207	332.5
	1	53208	26.5
	1	53215	28
	1	53213	38
Heavy Equipment Operator	1	53206	6.8
	1	53207	16.0
	1	53218	5.3
	4	53219	35.3
	1	53222	14.0
	1	53224	10.0
	1	53225	162.5
Ironworker	1	53204	33.5
	1	53210	68.0
	1	53212	6.0
	3	53215	69.5
	1	53216	18.0
	1	53219	215.0
	1	53222	7.0
	1	53223	4.0
	1	53227	20.5
1	53233	19.0	

Table continued on next page

# Workforce Inclusion: McKinley Health Center - Core & Shell

Table 30.1 : McKinley Health Center Milwaukee County Resident (MCR) Inclusion by Zip Code & Trade - Continued

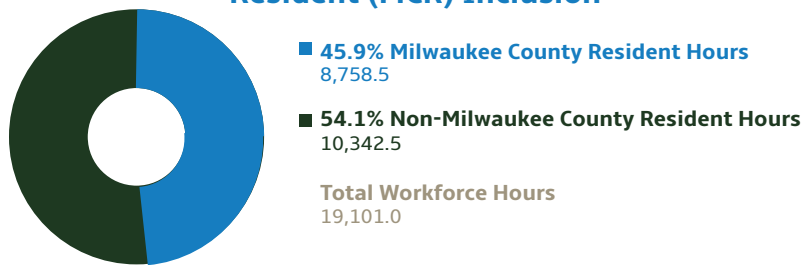
Trade	# OF MCR WORKERS	ZIP CODE	TOTAL MCR HOURS THROUGH 12/31/2017
Laborer	1	53207	43.5
	2	53209	75.0
	1	53211	2.3
	1	53212	17.0
	1	53215	39.5
	2	53216	183.5
	1	53218	71.5
	1	53222	4.5
	1	53228	279.0
Painter	1	53208	97.0
	1	53210	49.0
	1	53214	40.0
Plumber	1	53209	121.0
	1	53210	2.0
	1	53225	64
Sheet Metal Worker	1	53211	76.0
Steamfitter	1	53224	188.0
Truck Driver	1	53204	12.0
	1	53209	3.5
	1	53210	15.0
	1	53215	8.0
	2	53216	39.5
	1	53222	8.8
	1	53225	9.5
	<b>62</b>	<b>TOTAL</b>	<b>3,790.3</b>

# Workforce Inclusion: McKinley Health Center - Tenant Improvements

**Table 31 : McKinley Health Center - TI Milwaukee County Resident (MCR) Inclusion through December 31, 2017**

Total Workforce Hours	19,101.0
MCR Target Based on Total Hours (multiplied by 25%)	4,775.3
Applicable MCR Goal	25.0%
Total MCR Workforce Hours	8,758.5
MCR Workforce Hours Above (Below) Goal	3,983.2
MCR Percentage (Total MCR Construction Hours/Total Construction Hours Worked)	45.9%

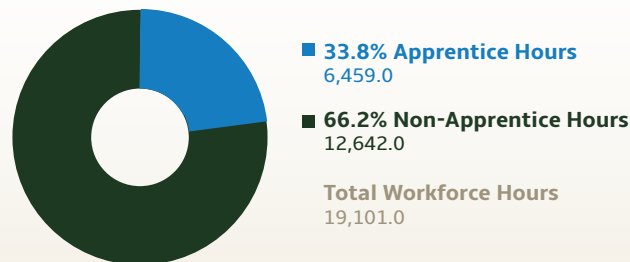
## Milwaukee County Resident (MCR) Inclusion



**Table 32 : McKinley Health Center - TI Apprentice Inclusion through December 31, 2017**

Total Workforce Hours	19,101.0
Apprentice Target Based on Total Hours (multiplied by 15%)	6,459.0
Applicable Apprentice Goal	15.0%
Total Apprentice Workforce Hours	2,865.2
Apprentice Workforce Hours Above (Below) Goal	3,593.8
Apprentice Percentage (Total Apprentice Construction Hours/Total Construction Hours Worked)	33.8%

## Apprentice Inclusion



## Workforce Inclusion: McKinley Health Center - Tenant Improvements (TI)

**Table 33 : McKinley Health Center - TI Milwaukee County Residents (MCR) Workforce Summary Report**

CONTRACTOR	SUBCONTRACTOR TO	SERVICE PERFORMED	WORKFORCE HOURS	MCR INCLUSION HOURS THROUGH 12/31/2017
JP Cullen & Sons, Inc.	Prime		2,788.5	1,443.0
Austad & Sons, Inc.	JP Cullen & Sons, Inc.	Ceilings	193.0	0.0
Design Build Fire Protection of WI, Inc.	JP Cullen & Sons, Inc.	Automatic Sprinkler System	364.0	112.0
Hetzel Sanfillippo, Inc.	JP Cullen & Sons, Inc.	Drywall	6,651.0	2,992.5
Hurt Electric, Inc.	Pieper Electric, Inc.	Electrical	552.5	552.5
J. F. Ahern Co.	JP Cullen & Sons, Inc.	HVAC	5,706.0	2,242.5
Nations Roofing North LLC	JP Cullen & Sons, Inc.	Roofing	49.0	0.0
Pieper Electric, Inc.	JP Cullen & Sons, Inc.	Electrical	2,541.5	1,160.5
Thomas A. Mason Co., Inc.	JP Cullen & Sons, Inc.	Painting	255.5	255.5
<b>TOTAL WORKFORCE HOURS</b>			<b>19,101.0</b>	<b>8,758.5</b>
<b>MILWAUKEE COUNTY RESIDENTS PERCENTAGE REQUIREMENT</b>			<b>25.0%</b>	
<b>MCR PERCENTAGE TO DATE</b>				<b>45.9%</b>

### Children's area in McKinley Health Center.



# Workforce Inclusion: McKinley Health Center - Tenant Improvements (TI)

Table 34 : McKinley Health Center - TI Apprentice Inclusion by Trade through December 31, 2017

TRADE	JOURNEYPerson HOURS	APPRENTICE HOURS
Carpenter	6,153.0	1,091.0
Ceiling Tile Installer	193.0	0.0
Cement Finisher	8.0	0.0
Drywall Taper or Finisher	1,318.5	484.5
Electrician	1,578.5	1,515.5
Fire Sprinkler Fitter	252.0	112.0
Heavy Equipment Operator	64.0	0.0
Laborer	0.0	384.5
Painter	255.5	0.0
Plumber	771.5	834.0
Sheet Metal Worker	1,073.0	1,121.0
Steamfitter	975.0	916.5
<b>TOTALS</b>	<b>12,642.0</b>	<b>6,459.0</b>
<b>APPRENTICE PERCENTAGE REQUIREMENT</b>	<b>15.0%</b>	
<b>APPRENTICE PERCENTAGE TO DATE</b>		<b>33.8%</b>

Interior photo of McKinley Health Center.



# Workforce Inclusion: McKinley Health Center - Tenant Improvements (TI)

Table 35 : McKinley Health Center - TI Milwaukee County Resident (MCR) Inclusion by Zip Code & Trade

Trade	# OF MCR WORKERS	ZIP CODE	TOTAL MCR HOURS THROUGH 12/31/2017
Carpenter	1	53110	222.0
	1	53129	166.5
	3	53132	412.5
	1	53208	15.5
	1	53210	22.0
	1	53211	444.5
	2	53215	613.0
	2	53220	415.5
	1	53221	49.0
	1	53225	32.0
	1	53235	8.0
	1	53227	330.0
	1	53226	411.0
Drywall Taper and Finisher	1	53208	89.0
	1	53214	156.0
	3	53215	180.0
	1	53221	484.5
Electrician	1	53132	187.0
	2	53207	592.5
	1	53208	304.0
	2	53215	278.0
	1	53224	351.5
Fire Sprinkler Fitter	1	53215	112.0
Laborer	1	53218	384.5
Painter	1	53154	107.0
	1	53208	114.0

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# Workforce Inclusion: McKinley Health Center - Tenant Improvements (TI)

Table 35.1 : McKinley Health Center - TI Milwaukee County Resident (MCR) Inclusion by Zip Code & Trade - Continued

Trade	# OF MCR WORKERS	ZIP CODE	TOTAL MCR HOURS THROUGH 12/31/2017
Painter	1	53210	30.5
	1	53214	4.0
Plumber	1	53207	4.0
	1	53209	355.0
	1	53210	152.0
	1	53225	236.0
Sheet Metal Worker	1	53132	24.0
	1	53154	289.0
	1	53208	56.0
	1	53211	311.5
	1	53215	172.5
Steamfitter	1	53215	642.5
	<b>46</b>	<b>TOTAL</b>	<b>8,758.5</b>

Waiting area of McKinley Health Center.

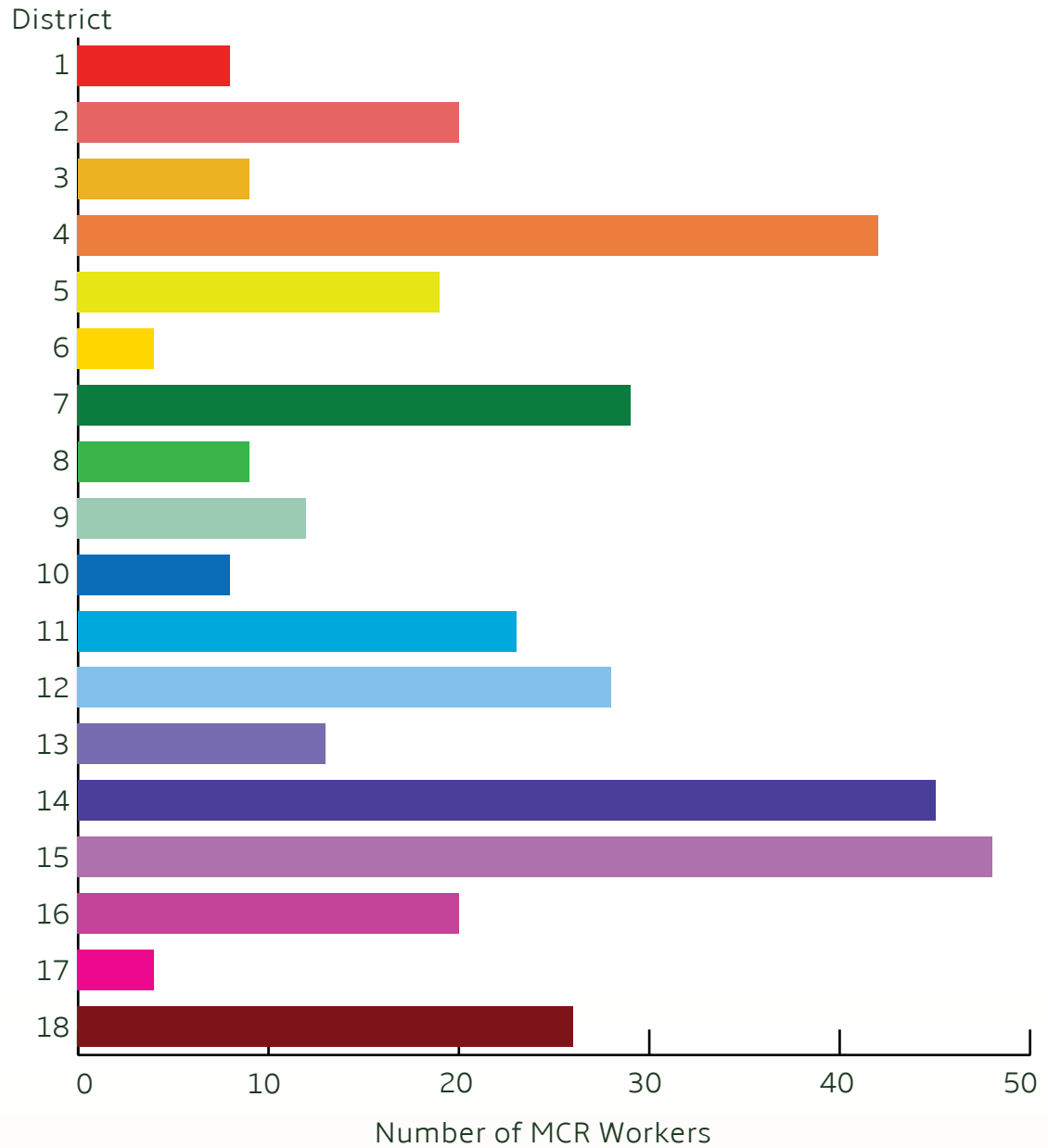




# MCR by County Supervisor Districts - All Projects

Table 36: The Number of MCR Workers per Supervisor District

Supervisory District Number	# of MCR Workers
District 1	8
District 2	20
District 3	9
District 4	42
District 5	19
District 6	4
District 7	29
District 8	9
District 9	12
District 10	8
District 11	23
District 12	28
District 13	13
District 14	45
District 15	48
District 16	20
District 17	4
District 18	26
<b>Total</b>	<b>367</b>



# THE CONSTRUCTION FIELD IS WIDE OPEN

Dreshawn Freeman  
Plumber - F & MCW Sports Science Center  
Company: J.F. Ahern Co.



Dreshawn Freeman

Mr. Freeman has been working on the F & MCW Sports Science Center for a year and his duties include anything dealing with plumbing in the facility. On site he starts his day by prioritizing what projects need to be started or completed that day.

He is a second year Apprentice and he has been RPP certified since 2015. Dreshawn was looking to get into construction but in a different trade while attending Bradley Tech High School, where he graduated #3 in his class. He got a chance to watch and study a master plumber in action and that caught his attention. From there on he knew his new career path.

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*"It challenges me."*

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When asked about some of the positives and negatives of the job, he said: really good benefits, pension and this job challenges him and the only way to overcome any negativity is just flat out hard work. "I have also worked Pabst Brewery project and several others, I have been able to work on some really good projects. For anyone new on the field you have to have the right mind-set, I spend a lot of time talking to students and advise them on the steps to take to get into this field and to be successful. I do a lot of networking via Facebook to just let people know where and how they can get started."

In the next five years he does not see himself as a plumber but feels he will open up a mechanical shop and stick to contract jobs. Since starting this new career he was able to purchase his first home. He enjoys the fact that in the future he can tell his kids that he has helped build on great projects throughout the city.

# DRIVEN TO MAKE A DIFFERENCE

Randolph Massey  
Journeyman Laborer - 5th Street Parking Structure  
Company: J.P. Cullen & Sons, Inc.

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*"I've worked all over the Midwest so far. I like the RPP program because it keeps me closer to home."*

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Randolph Massey had a decision to make; it was 2002 and he was looking for a way to take care of his eight children. His oldest child was nearing the end of her high school career and was looking to her father to help her get further in life. "One of the good things this job has helped me do is get out of these streets and help my daughter get through college," Randolph stated.

In the Spring of 2003, Randolph got his RPP Certification at the Milwaukee Urban League. He immediately started taking training classes at WRTP / BIG STEP that were specific to road construction so that he could gain employment on the Marquette Interchange Project.

Randolph was involved in building scaffolding for the City Hall Façade Restoration Project and has worked on several other projects with RPP goals. "I've worked all over the Midwest so far. I like the RPP program because it keeps me closer to home."

Randolph stated that one day he wants to retire from the Laborers Union. "The paycheck is good, and the work is rewarding." He goes on to add, "besides, seeing the finished product is satisfying, I get to take my grandkids around and show them what their 'grandpop' has done." Randolph continues to strive to do his best in everything and is confident that there will be more work in the City moving forward.



Randolph Massey

## PAVING OWN WAY IN CONSTRUCTION CRAFT CAREER

Stephen Scott

Journeyman Laborer - F & MCW Sports Science Center

Company: J. P. Cullen & Sons, Inc.



Stephen Scott

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*"I got tired of my brother bothering me about it."*

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That was the answer given to the question, what made you decide to pursue construction craft laboring as a career? That was last century.

This career has provided Stephen Scott with steady employment, above average income and a skill he can transfer to any state in America. "I'm glad he kept on me... I was doing CNC machining before and it wasn't paying the bills like this is."

Stephen has been a Journeyman Laborer assigned to Local 113 since 2001. At the F & MCW Sports Science Center construction site he has been working for J.P. Cullen for more than two months and is liking his assignment. "Some days are easy, some you just gotta hump. I let people know it's a lot of money, but it's a lot of hard work."

Stephen has been a Milwaukee County resident for over twenty years and believes projects like this are necessary in Milwaukee. "It makes our city able to handle more tourists, and more tourists will come to our city. I hope there are more projects like this for the downtown area. We need to build it up."

Maybe some of those tourists Stephen was talking about can come visit Milwaukee as the Bucks host NBA All-Star Weekend on their way to their next championship?

