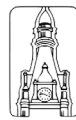


# CITY OF MILWAUKEE SEWER & PUBLIC INFRASTRUCTURE FINAL REPORT

INCLUSION THROUGH AUGUST 31, 2024



the  
couture  
MILWAUKEE



City  
of  
Milwaukee

REPORT BY



PRISM TECHNICAL  
Management & Marketing Services, LLC

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Multi-modal station.

# Executive Summary

The now completed 44-Story Couture project, home to 322 luxury apartments, was twelve years in the making, beginning with its June 2012 unveiling in a competition to replace the underutilized Milwaukee County downtown Transit Center. This past spring, the City of Milwaukee HOP streetcar began making regularly scheduled stops in the multi-modal Couture Lakefront line station, shared with the Milwaukee County BRT (Bus Rapid Transit), featuring a Bubblers Bike Station.

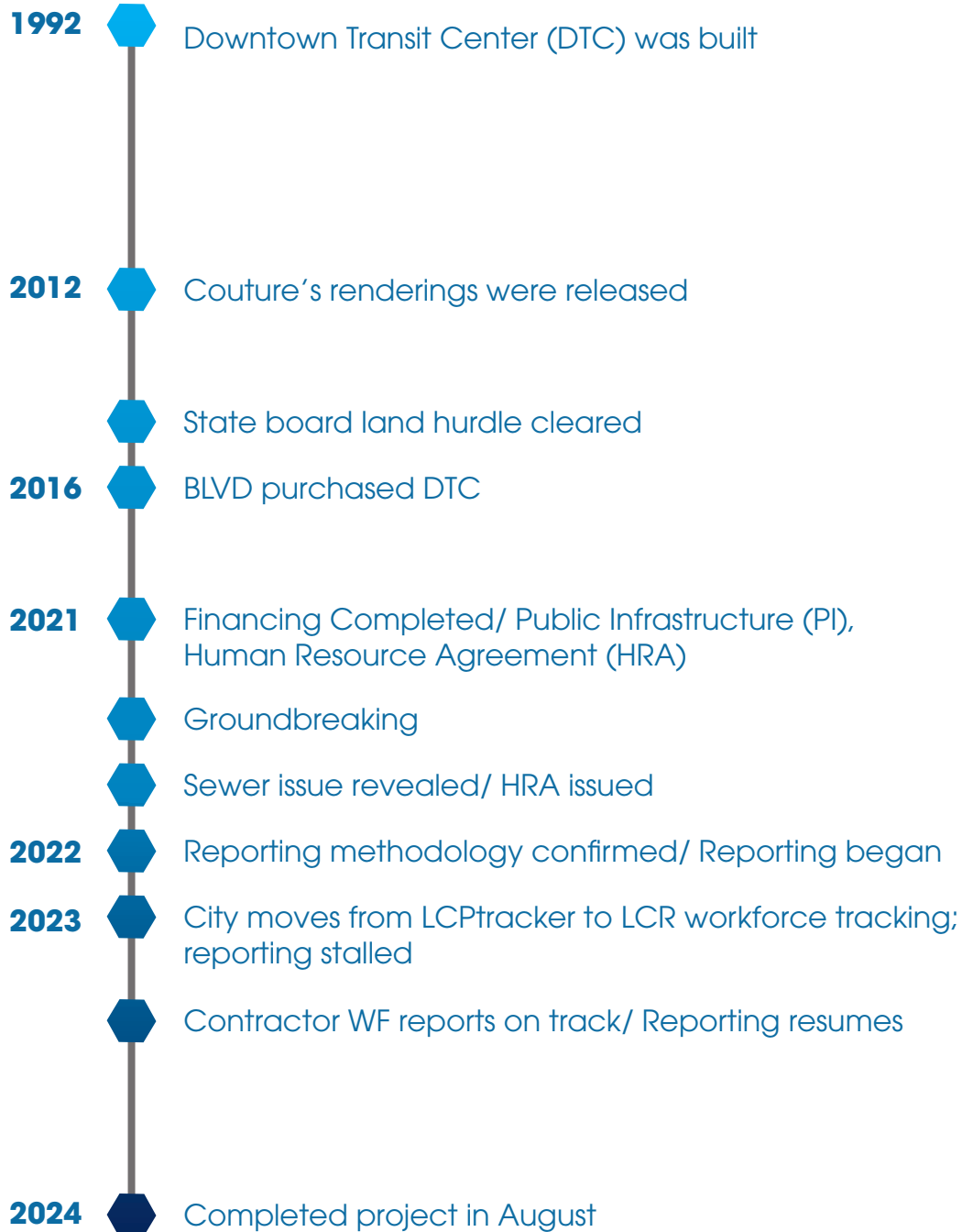
The project concluded at the end of August 2024 with multiple funding partners, each with different project inclusion goals and requirements. This report addresses the achievement of the two City agreements. The first agreement is defined as the Public Infrastructure (PI), supporting the multi-modal transit station. Following the project groundbreaking, it was discovered that a 4-foot diameter underground sewer was not where originally specified in the government supplied site plans, which resulted in the second agreement (Sewer project). At that time, nearly all the Development team's efforts were redirected to a redesign and construction efforts to accommodate the sewer relocation, to maintain a schedule to allow the multi-modal station to open to the public as expeditiously as possible.

Therefore, the second City TIF project finished first and precedes the results of the City supported Public Infrastructure project in this final report.

Due to the trades deployed on the two City projects having less Certified Small Disadvantaged businesses and RPP workers than a typical commercial construction project, the Development team, working with Prism Technical- the Inclusion Consultant, planned to maximize SBE and RPP in the construction of the 44-story tower. The tower was not considered a City project, but did have many trades capable of deploying SBE firms and RPP workers. This was used as a "bank" to hold excess SBE spending and, similarly, RPP worker hours to resolve projected deficiencies in the Sewer relocation and calculated PI project cost and hours.

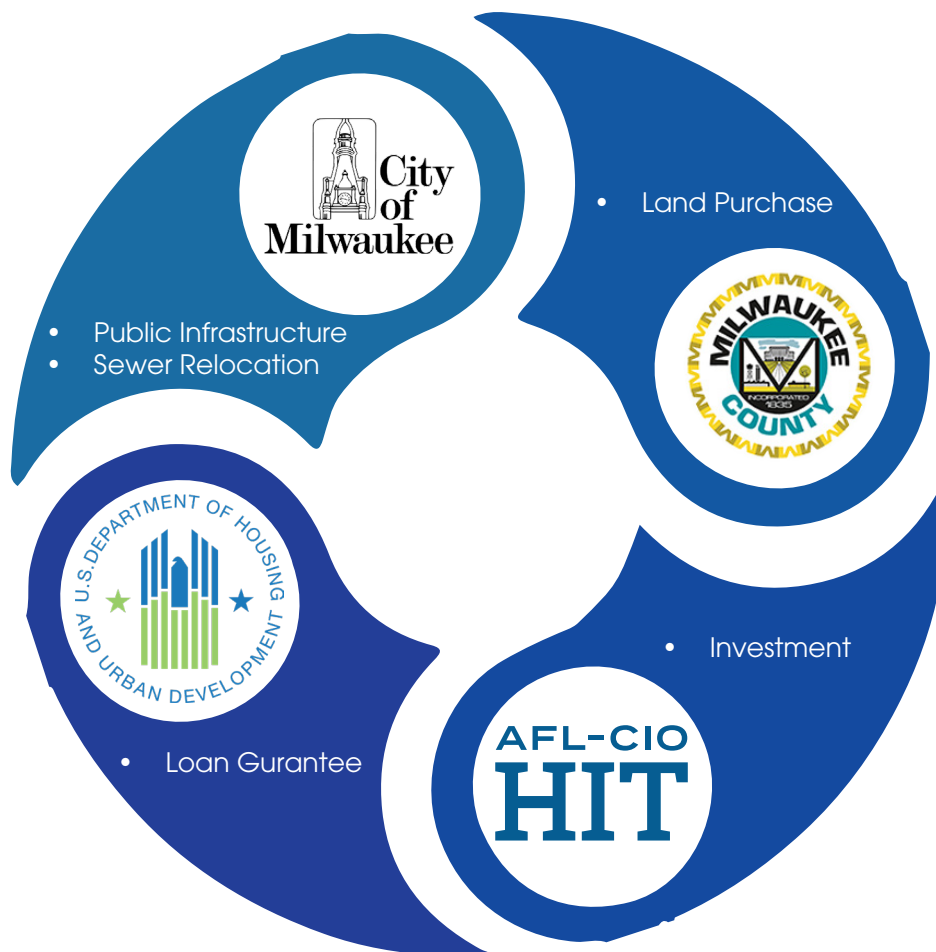
The reader should know that, except for the sewer relocation effort, all contractors serving on the Couture Development submitted one bid for their scope of work, but not one firm submitted a bid on a scope defined as "Public Infrastructure." The City, working with its consultant, calculated an allocation percentage for every trade scope used in the development. From this effort the total PI cost, its SBE spend, and workforce hours were determined. All city requirements for both HRA Agreements were exceeded.

# Project History



# Project Partners

- City of MKE Public Infrastructure TIF
- City of MKE Sewer Relocation Funding
- Milwaukee County Land Acquisition
- HUD Loan Guarantee
- AFL-CIO Housing Investment Trust



# The City Projects

This inclusion report is presented in two parts, as the City of Milwaukee commitment is defined in two parts. However, the tower, which is not a direct subject of either report, will play a sizable role in achieving the RPP and SBE requirements.

## Part A:

The Sewer Relocation Project.

## Part B:

The Public Infrastructure (PI) elements of the development. The PI is purposely not described as a project, as its value is defined by detailed cost analysis by the City DCD and their nationally recognized construction cost consultants – the Concord Group.



Sewer Relocation



# Sewer Project

## I. Genesis

On May 23rd, 2017, Urban Milwaukee's Jeramey Jannene President and Journalist accurately wrote, "the nearly two-acre site at 909 E. Michigan St. that Barrett Lo-Visionary Development bought from Milwaukee County for \$500,000 came with an underground surprise: A 48-inch-wide combined sewer runs north-south through the length of the site near its western edge..."

The article goes on to state *"the sewer was relocated to this area when interstate 794 was built in the 1970's. Unfortunately, when it was done, probably because it was done at the time on public land, there was no easement ... After exploring their options on where to relocate the sewer, the city ultimately settled on the western edge of the site."*

*"... this design change resulted in the project going from two levels underground to three because the sewer consumes the space of approximately 50 parking stalls."*

## II. Outcome

The City of Milwaukee and the Development team entered into a Couture- "Sewer Project" Human Resource Agreement (HRA) dated April 30, 2021, requiring SBE and RPP inclusion on the sewer relocation project described herein. Because of the completeness of the relocation design by the City, the Development team incurred no professional service expense to relocate the Sewer, only construction cost.

## III. Reporting Methodology

While the Sewer HRA was consummated after the public infrastructure (PI) agreement, it appears first in our report.

- A. The Sewer relocation contracts were separate from the Development's Earth work.
- B. Labor for the Sewer relocation effort was tracked by contractor scopes to separate it from the Earth work.

# Sewer Project

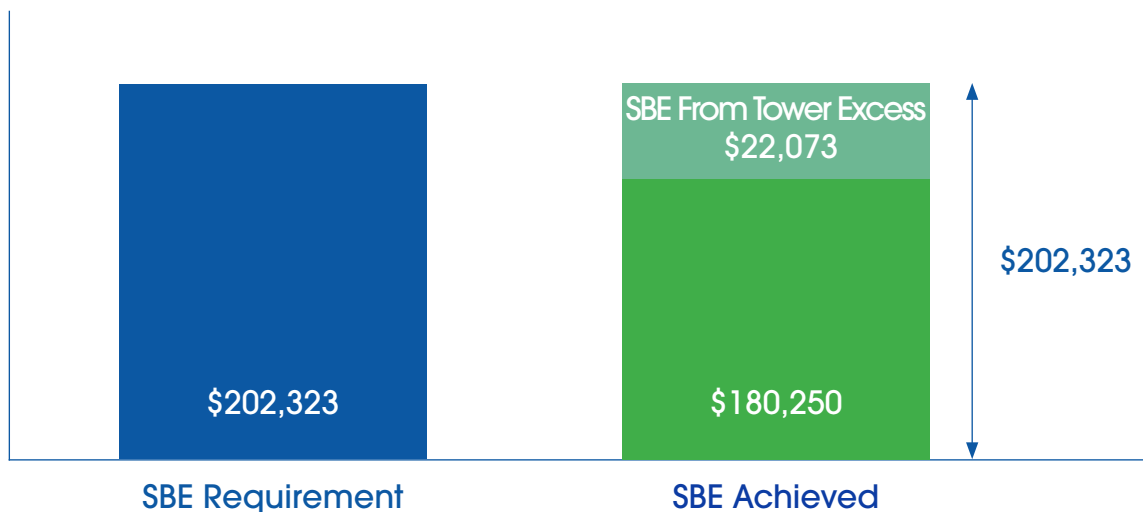
## TABLE 1: TOTAL SBE Participation (Professional Services Spend)

As noted, the Development team, working with from the City of Milwaukee designs, had no Sewer Project Professional service expenditures.

## TABLE 2: TOTAL SBE Participation (Construction Spend)

SBE firm	Subcontractor to	Description of work	Total Contract Amount
Tremmel Anderson Trucking	Super Excavators	Hauling	\$ 180,250
Total SBE Participation Achieved			\$ 180,250
Total Project Value Subject to Participation			809,292
REQUIRED SBE PARTICIPATION (25% of Value Subject to Participation)			202,323
SBE PARTICIPATION Used From Tower Excess			22,073
TOTAL REVISED SBE PARTICIPATION ACHIEVED (Project Achieved Plus Value From Tower)			202,323

## CHART 1: Construction Services SBE Inclusion Performance





# Sewer Project

## Excess RPP and SBE Inclusion Use

The development team understood the challenges of achieving RPP and SBE participation on the Sewer and PI construction and planned to achieve all requirements with assistance from the 44-story Tower RPP and SBE utilization.

Table 7A on page 16 in this report illustrates the existing SBE firms contracted for the general excavation, PI, and Tower that generated the excess SBE inclusion used to reach and exceed the Sewer and PI SBE requirements. Table 7B shows how the excess SBE was distributed with dollars beyond all requirements.

Similarly, at the end of this report Table 8A on page 17 lists all project contractors that used RPP workers throughout the Couture development that generated excess RPP used to meet and exceed the Sewer and PI RPP requirements. Table 8B summarizes how the excess RPP hours were distributed between the Sewer and PI Projects and the surplus Couture RPP hours above all requirements.



Sewer work site.

# Sewer Project

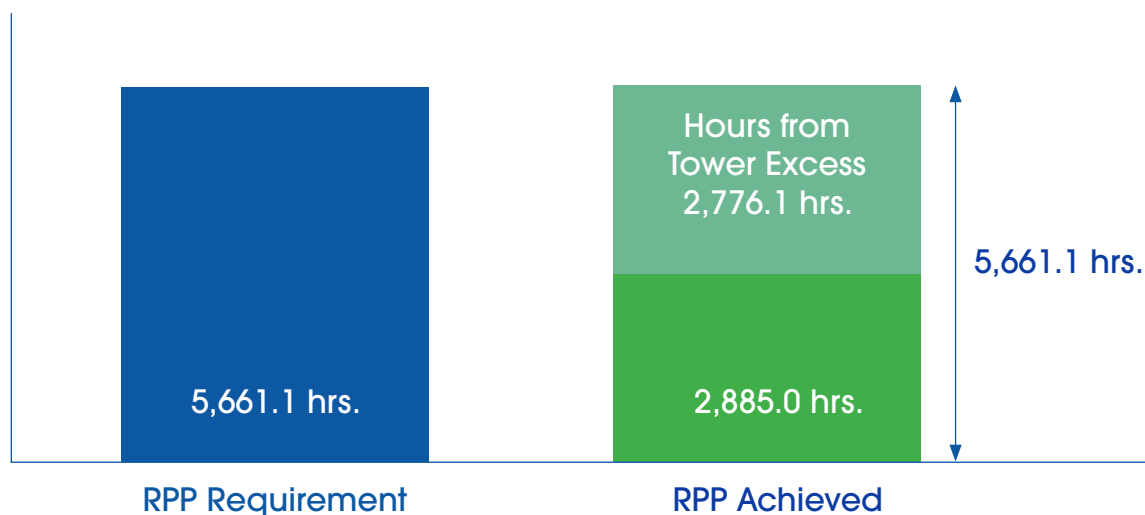
**Table 3A: RPP Workforce by Contractor & Trade**

Contractor	Trade	Work Performed	Total Hours	RPP Hours
Super Excavators	Operating Engineers	Excavating	826.0	0.0
Tremmel-Anderson Trucking	Trucking	Hauling	2,561.2	1,964.0
J.H. Findorff	Laborer	Cement	3,978.0	897.0
J.H. Findorff	Carpenters	Encasements	6,786.5	24.0
<b>TOTAL RPP PARTICIPATION</b>			<b>14,152.7</b>	<b>2,885.0</b>

**Table 3B: Tower RPP Use**

Category	Hours
TOTAL RPP PARTICIPATION HOUR ACHIEVED	2,885.0
TOTAL WORKFORCE SUBJECT TO PARTICIPATION	14,152.0
TOTAL RPP HOURS REQUIRED (40% of Total Hours)	5,661.1
RPP Hours from Tower Excess	2,776.1
TOTAL REVISED RPP PARTICIPATION ACHIEVED (Project Achieved plus RPP Hours from Tower)	5,661.1

**CHART 2: RPP Workforce Achievement**



# Public Infrastructure

**TABLE 4: PI SBE Professional Services Spend**

SBE Firm	Contractor By	Work Scope	Total Contract Amount
Rinka Chung Architects	BLVD	Lead Architect / PI Value	\$ 25,507
Prism Technical Management	JH Findorff	Inclusion Consultant	218,074
<b>TOTAL SBE PARTICIPATION ACHIEVED</b>			<b>\$ 243,581</b>
<b>TOTAL Public Infrastructure Professional Services Subject to Participation</b>			<b>494,318</b>
<b>REQUIRED SBE PARTICIPATION (18% of Value subject to Participation)</b>			<b>88,977</b>
<b>SBE PI Professional Services Exceeds Requirement</b>			<b>154,604</b>



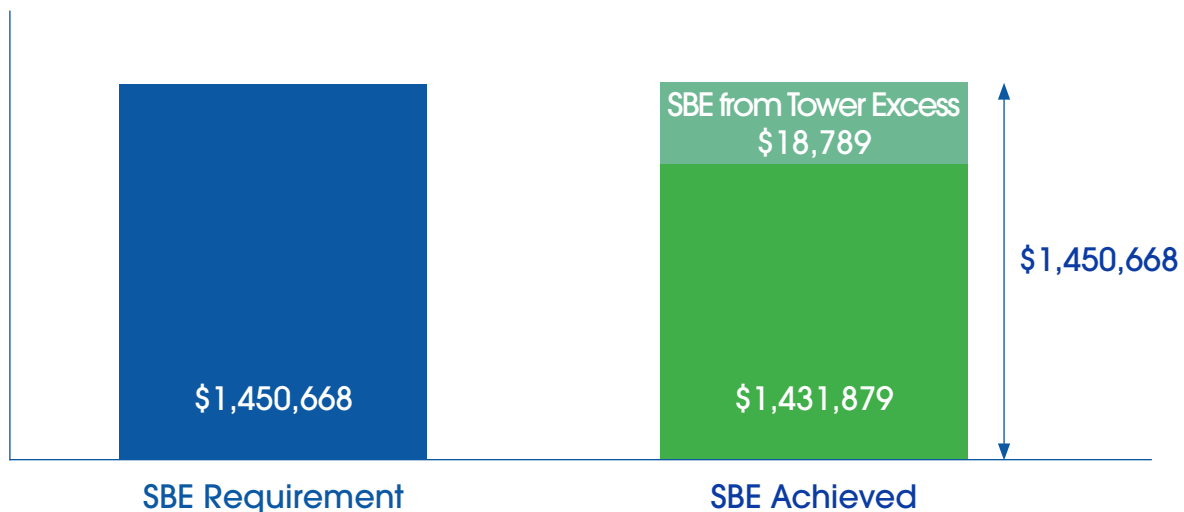
Bublr Bikes station.

# Public Infrastructure / SBE Spend

**TABLE 5: PI SBE Construction Service Participation**

SBE Firm	Subcontractor To	Description of work	Total Contract Amount
Equity Supply	KMI	Masonry Supply	\$ 27,373
Hetzel-Sanflippo	Langer Roofing & Sheet Metal	Carpentry/Framing	113,642
JCP Construction	JH Findorff	Water Proofing	10,419
Milwaukee Iron	JH Findorff	Concrete Rebar	938,257
Sanchez Painting	JH Findorff	Painting	149,036
Tremmel-Anderson Trucking	Super Western	Hauling	193,152
<b>TOTAL SBE PARTICIPATION ACHIEVED</b>			<b>\$ 1,431,879</b>
Total Value of PI Subject to Participation			5,802,673
REQUIRED SBE PARTICIPATION (25% of Value Subject to Participation)			1,450,668
SBE Participation Used From Tower Excess			18,789
<b>TOTAL REVISED SBE PARTICIPATION ACHIEVED (Project Achieved plus SBE From Tower)</b>			<b>1,450,668</b>

**CHART 3: SBE Inclusion Performance**



# Public Infrastructure/ RPP Workforce

**TABLE 6A: RPP Workforce By Contractor & Trade**

Contractor	Trade	Total Hours	RPP Hours	RPP/ SIA Hours
Butters-Fetting Co	Plumbing	372.1	79.0	50.4
Eco Build	Landscaping & Site Furnishing	97.8	0.0	0.0
J.H. Findorff	Concrete	25,467.1	3,226.6	137.9
JCP Construction	Waterproofing & Insulation	3.6	0.5	0.5
KMI Construction	Masonry	16.8	1.3	1.3
Langer Roofing & Sheet Metal	Roofing	6,025.3	1,833.2	1,163.0
Otis Elevator Company	Elevators	670.1	0.0	0.0
MIKE Iron Erectors	Steel Reinforcing Installation	672.4	72.9	72.9
Sanchez Painting	Painting	239.2	80.9	32.8
Staff Electric	Electrical	1,058.8	163.9	0.0
Stark Paverment Corp	Concrete Paving	427.3	60.3	28.5
Super Western	Excavating & Demolition	2,575.8	0.0	0.0
Wahlen Works	Pavement marking	79.3	0.0	0.0
<b>SUBTOTAL Sum of Hours</b>			<b>5,518.6</b>	<b>1,487.3</b>
Excess RPP Hours from Tower Total ( See Table 8B)			<b>9,563.6</b>	
Excess RPP/SIA Hours from Tower Total ( See Table 8A)				<b>16,908.7</b>
<b>TOTAL RPP PARTICIPATION</b>		<b>37,705.6</b>	<b>15,082.2</b>	<b>18,396.0</b>

# Public Infrastructure/ RPP Workforce

**Table 6B: PI RPP transferred from Tower**

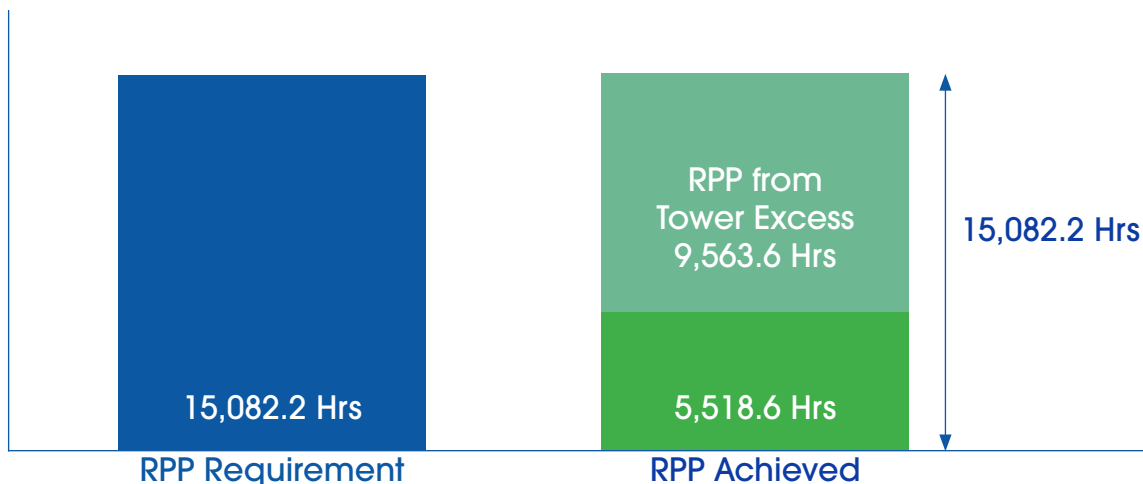
Category	Hours
Total Workforce Subject to Participation	37,705.6
REQUIRED RPP PARTICIPATION (40% of Above)	15,082.2
RPP PARTICIPATION From PI	5,518.6
Excess RPP Hours From Tower	9,563.6
RPP Achieved*	15,082.2

\* Bonus Hours for RPP/SIA were not counted towards the Total Hours.

**Table 6C: RPP/SIA Hours Voluntary Reporting**

Category	Hours
RPP/SIA From PI	1,487.3
Excess RPP/SIA From Tower (Raw Data)	16,908.7
SIA PARTICIPATION Voluntarily Achieved	18,396.0

**Chart 4: Public Infrastructure RPP Inclusion**



# Tower Project Inclusion Use



Completed Tower building.

As projected, the Tower Project was constructed with a plethora of SBE firms with sizeable contracts that contributed little directly to the Public Infrastructure (PI) and nothing to the Sewer project. The SBE excess spending with these firms, from multiple trades, was captured and used to lift the Sewer and PI SBE spend above the two project requirements.

Similarly, RPP workers were deployed throughout the Couture high rise development, but only required on the two City projects.

The tables that follow highlight the excess SBE spend and RPP hours captured that allowed the project to exceed all City requirements.

# Excess Inclusion Use

**TABLE 7A: Source of Excess SBE Participation**

SBE Firm	Subcontractor to	Trade	Available to cure
Best Erectors*	Klein-Dickert	Iron Erection	\$ 99,040
Best Erectors*	Klein-Dickert	Iron Erection	207,984
Equity Supply	KMI Construction	Masonry Materials	56,885
Hetzel-Sanflippo	Langer Roofing & Sheet Metal	Carpentry	195,800
JCP Construction	JH Findorff	Labor	59,041
Milwaukee Iron Erectors	JH Findorff	Building Exteriors	4,187,213
Sanchez Painting	JH Findorff	Painting	1,102,644
Tremmel-Anderson Trucking	Super Western	Trucking	198,990
<b>TOTAL SBE PARTICIPATION</b>			<b>\$ 6,107,597</b>

\* Best Erectors has two contracts.

**Table 7B: Use of Excess SBE Construction Participation**

Category	Use	Excess SBE Remaining
Total Excess From Above		\$ 6,107,597
Used on Sewer Project (see Table 2)	\$ 22,072	6,085,525
Used on Public Infrastructure (see Table 5)	18,789	6,066,736
Total Surplus SBE Construction Spend Over Requirement for both HRA Agreements		\$ 6,066,736



# Excess RPP Workforce

**Table 8A: RPP & RPP/SIA Excess**

Contractor	Trade	Excess RPP Hrs	Excess RPP/SIA Hrs
Butters-Fetting Co, Inc.	Plumbing	4,015.5	2,562.6
Butters-Fetting Co, Inc.	HVAC	10,437.5	6,810.0
C&B Glass	Glazing	338.0	338.0
Common Links Construction	Lath & Plaster	10,044.0	4,326.0
Concrete & Masonry Restoration, LLC	Labor	102.0	102.0
Construction Supply & Erection	Metal Wall Panels	80.0	80.0
Hetzel - Sanfilippo, Inc.	Carpentry	333.0	333.0
J.F. Ahern	Fire Supression	1,989.5	0.0
J.H. Findorff, Inc	Concrete	15,854.4	677.8
JCP Construction, LLC	Waterproofing & Insulation	2.6	2.6
Klein-Dickert Milwaukee Inc	Glazing	3,725.8	0.0
KMI Construction, LLC	Masonry	2.7	2.7
Langer Roofing & Sheet Metal Inc.	Roofing	1,325.3	840.8
MKE Iron Erectors, Inc.	Steel Reinforcing Installation	358.4	358.3
Performance Contracting Inc.	ACT Ceilings	52.0	0.0
Sanchez Painting Contractors, Inc.	Painting	595.1	241.2
Sergenian's Flooring Coverings, Inc.	Flooring	649.8	0.0
Sid's Sealants LLC	Caulking	95.8	93.5
Staff Electric	Electrical	10,912.6	0.0
Stark Pavement Corporation	Concrete	296.2	140.2
<b>TOTAL EXCESS RPP HOURS TO DATE</b>		<b>61,209.9</b>	<b>16,908.7</b>

**TABLE 8B: Use of Excess RPP Hours**

<b>Category</b>	<b>Use</b>	<b>Excess RPP Remaining</b>
Total Excess RPP Hours from Above		61,209.9
Used on Sewer Project	2,776.1	58,433.8
Used on Public Infrastructure Project (See Table 6)	9,563.6	48,870.2
Remaining Excess RPP Hours to date		48,870.2



The Couture: part of Milwaukee’s landscape.

**End of Report.**