

# Milwaukee City Hall Historic Building Restoration

## Project Status Report thru July 31, 2008



Department of Public Works  
Operations Division  
Building & Fleet Services

841 NORTH BROADWAY  
MILWAUKEE, WISCONSIN 53202



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**THE CONCORD GROUP**  
241 N. Broadway  
Suite 302  
Milwaukee, WI. 53202

**M.L. THARPS & ASSOCIATES, LLC.**  
1845 N. Farwell Avenue  
Suite 109  
Milwaukee, WI. 53202

**PRISM TECHNICAL MANAGEMENT  
& MARKETING SERVICES, LLC**  
6114 W. Capital Drive  
Suite 200  
Milwaukee, WI. 53216

October 15, 2008



## **PREFACE**

The Milwaukee City Hall Historic Building Restoration Project is the City's largest and most expensive public works building project. The collaborative effort of the Department of Public Works (DPW), the contractor, consultants, and the audit group presents the eleventh in a series of quarterly reports on this historic endeavor.

The highly challenging restoration of Milwaukee's most revered landmark and a National Historic Landmark has local and national significance, particularly in the realms of historic preservation, architecture, construction, and restoration. The City Hall project is the largest terra cotta replacement program in the country.

Project management is paramount to ensure the success of this multi-year project. The Department of Public Works is proud to be responsible for overseeing planning, scheduling, and quality and cost controls. Of equal importance is ensuring the project workforce reflects the diversity of our community.

Under the direction of Mayor Tom Barrett and the Common Council, DPW contracted with The Concord Group/M. L. Tharps & Associates to audit and monitor expenditures, and Prism Technical Management & Marketing Services to ensure compliance with the Emerging Business Enterprise/Residents Preference Programs (EBE/RPP) and reporting requirements.

We look forward to successful completion of our project and securing its civic prominence for future generations.

Jeffrey J. Mantes  
Commissioner  
Department of Public Works



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**MISSION STATEMENT**

Our mission is to restore this National Historic Landmark in a manner that preserves its original design, while securing its civic prominence for future generations. This will be accomplished by a collaborative and diverse team of restoration professionals who are passionate about their work and its efficient and timely completion.

## ***PROJECT OVERVIEW***

To date the project is on schedule, to be substantially complete November 2008. Since the last quarterly report, through July 2008, there have been no additional major issues.

## ***CURRENT SCHEDULE STATUS***

### **Construction progress to July 31<sup>th</sup>, 2008 is as follows:**

- South Tower Terra Cotta Installation – 99% Complete.
- Precast at clocks – 100% Complete
- Dormer Construction – 100% Complete.
- Gable Construction, Main Building – 100% Complete
- Steel at South Tower – 99% Complete.
- 8<sup>th</sup> Floor Gutters – 100% Complete.
- Brick Work – 99% Complete
- Installation of Copper for South Tower – 95% Complete.
- Pointing – 98% Complete
- Slate Roof – 99% Complete.
- Carpentry at dome & lantern – 95% Complete
- Windows – 99% Complete

### **Six month look ahead for 2008 is as follows:**

- Terra cotta, brick, and mockup approvals – Complete.
- Steel at the South Tower – Complete.
- Construction of South Tower Terra Cotta – Complete.
- Installation of Copper for the South Tower – Complete.
- Slate roof construction – Complete.
- Conditional Brick Replacement – Complete.
- 2<sup>nd</sup> & 1<sup>st</sup> Floor Windows – Complete.
- Pointing – Complete.
- Sandstone Work – Complete.

## ***CURRENT BUDGET STATUS***

This report addresses all costs incurred through July 31, 2008, which totals \$68,615,890 or 90% of the project budget of \$76,454,169.

Of the \$70,000,000 Phase III committed project budgeted funds, 89% or \$62,161,722 has been incurred through July 31, 2008.

Through July 31, 2008 J.P. Cullen has completed \$58,862,582 or 90% of their contract of \$65,241,615.

There have been some adjustments of the \$6,000,000 construction contingency during this quarter:

JPC approved change orders, total of **\$5,314,397.00**, major items as follows:

- Modification of Mock Up Specification.
- Modification of Material Salvaging Requirement.
- Steel Purlins at the South Tower.
- Modification of Steel at the 10<sup>th</sup> Floor.
- Modification of 20 Dormers.
- Heat and Winter costs.
- Slate Removal and Replacement.
- Structural C Channel Replacement.
- Alternate Bracing / Attachment of Scaffold at Dormers.
- Steel Channels at the South Tower 11<sup>th</sup> Floor Core Location.
- Steel Channels and Column Connections at the South Tower 13<sup>th</sup> Floor Core.
- Double Stainless Steel Angle Support for the 12<sup>th</sup> Floor Terra Cotta Railing.
- Installation of 23 New Scuppers on West and East Side of Main Building.
- Credit for Omitting 895 Terra Cotta Pieces from the Terra Cotta Allowance.
- Steel Restoration Work at 8<sup>th</sup> Floor on North Side of Main Building.
- Additional Heat/Winter Protection to Maintain Project Schedule.
- Restoration of the North Tower Copper Lantern.
- Credit for Sandstone.
- Repairing Interior Structural Steel at the 8<sup>th</sup> Floor

JPC potential change orders total **\$209,548.00**

Balance of contingency after approved/potential changes is **\$214,424.00**



## ***PARTICIPATION PROGRAM STATUS***

Recognizing the significance of the City Hall Restoration Project, the Department of Public Works (DPW) has developed procedures and guidelines to achieve – and where possible, exceed – the City’s standard goals for Residents Preference Program (RPP), Emerging Business Enterprise (EBE) and Apprentice Utilization compliance. DPW has hired Prism Technical Management & Marketing Services, LLC, to assist with and monitor the RPP, EBE and Apprentice Participation performance of J.P. Cullen & Sons, Inc., the project’s general contractor.

J.P. Cullen is required to submit monthly EBE payment reports and quarterly reports documenting RPP and apprentice utilization compliance. The company’s quarterly reporting commenced with the month labor was first deployed on the project – August 2005. Thus, project quarters conclude in the months of October, January, April and July.

The information that follows examines efforts of the Construction team, through the end of the eleventh Project Quarter (ended July 31, 2008), to meet the contractual participation program provisions and those volunteer efforts underway that address the spirit of diversity and community inclusion.



# MILWAUKEE CITY HALL HISTORIC BUILDING RESTORATION PROJECT



Participation Performance Report  
from Project Monitor  
**Prism Technical Management & Marketing Services, LLC**  
Through July 31, 2008

## MILWAUKEE CITY HALL HISTORIC BUILDING RESTORATION PROJECT

### Project Participation Targets

Residents Preference Program (RPP) Requirement:  
**25% of Workforce Hours**

Emerging Business Enterprise (EBE) Requirement:  
**18% of Contract Dollars**

Apprenticeship Requirement:  
**10,000 Hrs in specified trades:**  
*Bricklaying/Masonry, Roofing, Carpentry*

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MILWAUKEE CITY HALL HISTORIC BUILDING RESTORATION PROJECT

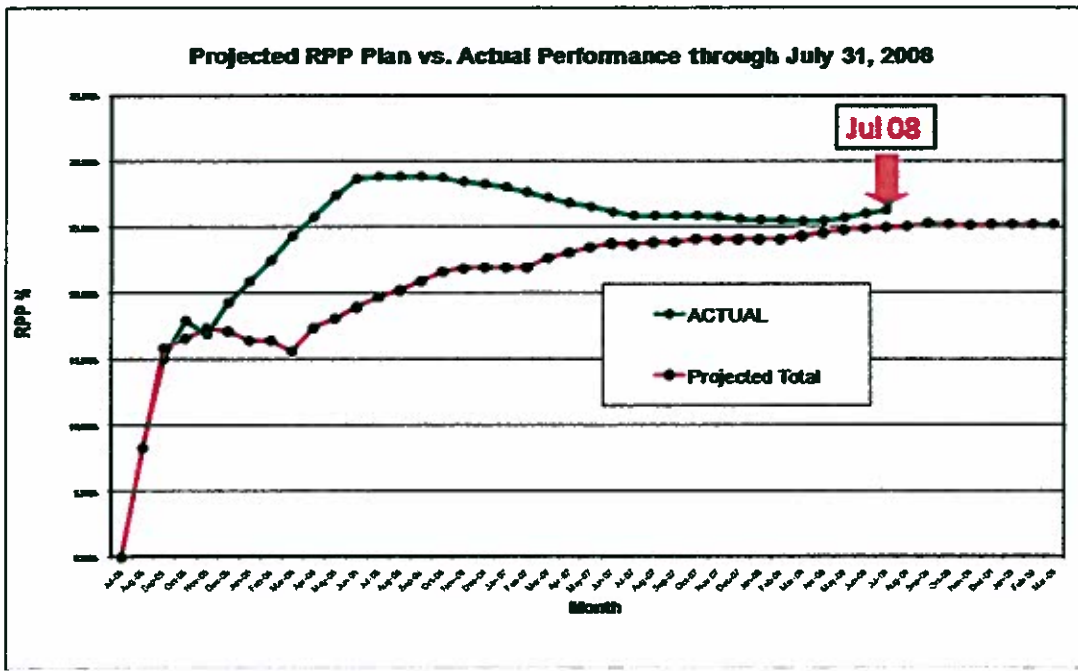
RPP Workforce through July 31, 2008



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MILWAUKEE CITY HALL HISTORIC BUILDING RESTORATION PROJECT

Projected RPP Plan vs. Actual Performance through July 31, 2008



## MILWAUKEE CITY HALL HISTORIC BUILDING RESTORATION PROJECT

### Apprentice Workforce Data through July 31, 2008

Targeted Apprentice Trades:  
Bricklayers/Masons, Roofers and Carpenters

Targeted Trades Requirements:  
10,000 hours & 6 apprentices

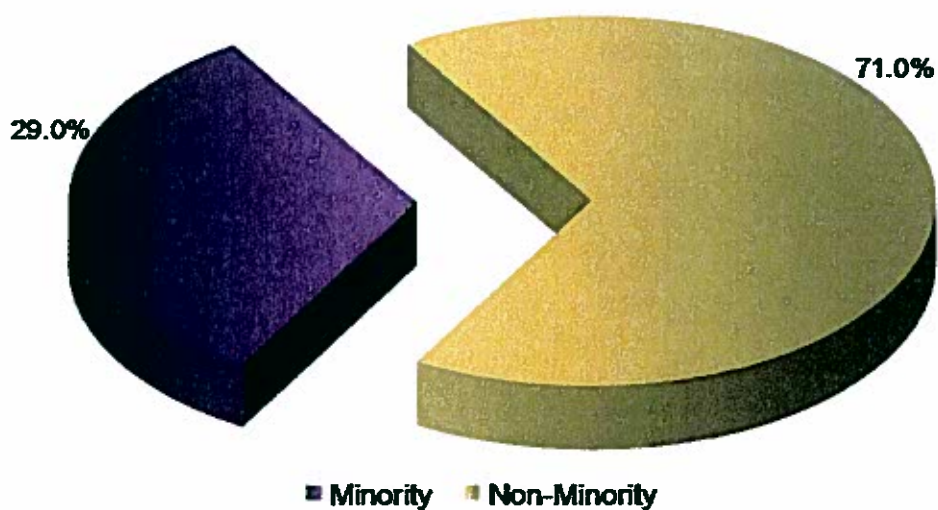
Targeted Trades Performance through 7/31/08:  
14,558 hrs & 33 apprentices

Total Apprentice Workforce through 7/31/08:  
22,994 hours & 52 apprentices

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## MILWAUKEE CITY HALL HISTORIC BUILDING RESTORATION PROJECT

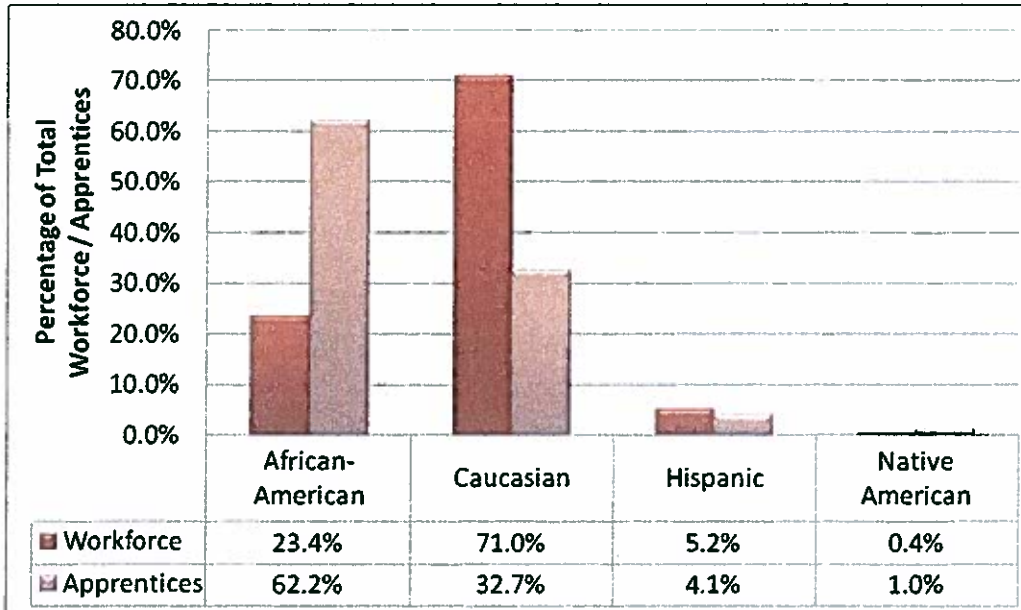
### Minority Workforce through July 31, 2008



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**MILWAUKEE CITY HALL HISTORIC BUILDING RESTORATION PROJECT**

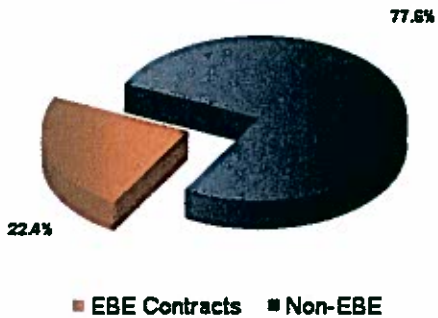
**Workforce and Apprentice Percentages by Race through July 31, 2008**



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**MILWAUKEE CITY HALL HISTORIC BUILDING RESTORATION PROJECT**

**Current Subcontracting Plan (with Change Orders)**



**Project Payments through July 31, 2008**



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## MILWAUKEE CITY HALL HISTORIC BUILDING RESTORATION PROJECT

WORKFORCE REQUIREMENTS AND PERFORMANCE DATA THROUGH 7/31/08

Project Requirements, Projections and Performance	Man-Hours	Comment
Initial projected hours for project	424,188	<i>Provided by JP Cullen</i>
Total hours through 7/31/08	319,740	<i>75 % of initially projected total</i>
RPP requirement for entire project (25%)	106,047	<i>Based upon initial projected hours</i>
RPP hours credited through 7/31/08	83,718	<i>26.2 % of total onsite hours</i>
Apprenticeship target for selected trades	10,000	<i>2.4 % of total projected hours</i>
Apprenticeship hours in <u>selected</u> trades through 7/31/08	14,558	<i>146 % of project requirement</i>
<b>Project Performance – Voluntary Efforts</b>		
Total hours worked by minorities (RPP and otherwise) to date	92,640	<i>29 % of total onsite hours</i>
Total hours worked by apprentices to date	22,994	<i>7.2 % of current total</i>
Total hours worked by minority apprentices	15,110	<i>66 % of apprenticeship hours</i>

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## MILWAUKEE CITY HALL HISTORIC BUILDING RESTORATION PROJECT

CONSTRUCTION CONTRACTING REQUIREMENTS AND PERFORMANCE DATA THROUGH 7/31/08

Project Requirements, Contracts and Performance	Values	Comment
Total projected cost	\$ 65,136,618	<i>Includes approved change orders totaling \$5,209,400</i>
Total payments through July 31, 2008	56,977,499	<i>87 % of current projected total</i>
EBE <u>requirement</u> based on total projected cost	11,724,591	<i>18 % of projected cost</i>
EBE contracts in place and copied to Project Monitor'	14,580,289	<i>22.4 % of total contract and change orders</i>
Payments to EBE contractors	13,438,385	<i>23.6 % of total payments</i>

\*EBE to EBE subcontracting - not counted above - increases total EBE involvement by \$704,000 to \$15,288,129

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**MILWAUKEE CITY HALL HISTORIC BUILDING RESTORATION PROJECT**

**EBE Construction Vendors**

<b>VENDOR</b>	<b>SERVICE</b>
Arteaga Construction <sup>4</sup>	HVAC, Masonry, Brick
Roberts Roofing <sup>3</sup>	Roofing
Thomas A. Mason Co. <sup>4</sup>	Painting, Masonry, Cleaning
B&D Contractors <sup>5</sup>	Scaffold Labor
J. F. Cook Company <sup>3F</sup>	Windows
Ojibwa Ready Mix <sup>5</sup>	Concrete Supplier
P.L. Freeman Company <sup>1</sup>	Plumbing
Affirmative Supply <sup>2</sup>	Mechanical Equipment Supplier
The Penebaker Enterprises <sup>1</sup>	Roofing

**Ethnicity and Gender Codes**

1-African American, 2-Asian American, 3-Caucasian, 4-Hispanic, 5-Native American / If Female "F"

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**MILWAUKEE CITY HALL HISTORIC BUILDING RESTORATION PROJECT**

**EBE Professional Service Providers**

<b>VENDOR</b>	<b>SERVICE</b>
Architectural Lighting Consultants <sup>3F</sup>	Lighting design services
Bloom Consultants <sup>2</sup>	Structural engineering services
Heartland Engineering <sup>3</sup>	Electrical engineering and specification services
M. L. Tharps & Associates <sup>1</sup>	Accounting / auditing services
Prism Technical <sup>1</sup>	EBE, RPP and apprentice utilization monitoring
PSJ Engineering <sup>2</sup>	Mechanical and plumbing engineering services

**Ethnicity and Gender Codes**

1-African American, 2-Asian American, 3-Caucasian, 4-Hispanic, 5-Native American / If Female "F"

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***Appendix A – Cost Summaries***



**MILWAUKEE CITY HALL HISTORIC BUILDING RESTORATION PROJECT  
COST SUMMARY AS OF JULY 31, 2008**

A	B	C	D	E	F=D+E	G=C-F	H	I=F+H	J=C-I	K=L/J	L	M=F-L	N=I-L
Item & Schedule Reference	Task Description	Approved Budget	Approved Contracts / Scheduled Values	Approved Change Orders	Total Approved Contracts / Scheduled Values	Budget (Over)/Under Total Approved Contracts to Date Deviation	Potential Change Orders and Additional Contracts	Total Approved and Potential Contracts	Budget (Over)/Under Total Approved and Potential Contracts	Percent Expended	Costs Incurred to Date	Balance to Complete Approved Contracts	Balance to Complete Approved and Potential Contracts
A	General Contractor J.P. Cullen & Sons	\$59,927,218	59,927,218	5,314,397	65,241,615	(5,314,397)	209,548	65,451,163	(5,523,945)	90%	58,862,582	6,379,033	6,588,581
B	Architectural / Engineering Services Engberg Anderson Design Partnership Team	1,206,000	1,503,995	52,790	1,556,785	(350,785)	-	1,556,785	(350,785)	55%	858,133	698,652	698,652
C	Other Consultants/Other Contractors/Miscellaneous Costs	2,106,782	1,908,760	13,868	1,922,628	184,154	(75,000)	1,847,628	259,154	86%	1,654,927	267,701	192,701
D	City of Milwaukee Department of Public Works Administration and Inspection	780,000	780,000	140,000	900,000	(140,000)	30,000	930,000	(170,000)	87%	786,080	113,920	143,920
E	Construction Contingency	6,000,000	-	5,521,055	5,521,055	478,945	164,548	5,685,803	314,397	-	-	-	-
	<b>Total Phase III Project Costs (Costs Paid or Encumbered from July 1, 2005 to June 30, 2008)</b>	<b>\$70,000,000</b>	<b>\$4,099,973</b>	<b>5,521,055</b>	<b>69,621,028</b>	<b>378,972</b>	<b>164,548</b>	<b>69,785,576</b>	<b>214,424</b>	<b>89%</b>	<b>62,161,722</b>	<b>7,459,306</b>	<b>7,623,854</b>

F	Total Phase II Project Costs (Costs Paid and Encumbered from December 9, 2002 to June 30, 2005)	\$ 4,550,025	4,282,415	287,610	4,550,025	-	-	4,550,025	-	100%	4,550,025	-	-
G	Total Phase I Project Costs (Costs Incurred Prior to December 9, 2002)	1,904,143	1,904,143	-	1,904,143	-	-	1,904,143	-	100%	1,904,143	-	-
	<b>Grand Total Project Costs (Phase I, II &amp; III)</b>	<b>\$76,454,168</b>	<b>70,266,531</b>	<b>5,808,665</b>	<b>76,075,196</b>	<b>378,972</b>	<b>164,548</b>	<b>76,239,744</b>	<b>214,424</b>	<b>90%</b>	<b>68,615,890</b>	<b>7,459,306</b>	<b>7,623,854</b>

**NOTE: The shaded cells above are not included in the totals formulas in order to accurately reflect the balance of the construction contingency.**

**MILWAUKEE CITY HALL HISTORIC BUILDING RESTORATION PROJECT  
GENERAL CONTRACTOR: J.P. CULLEN & SONS  
COST SUMMARY - PHASE III (JULY 1, 2005 TO JULY 31, 2008)**

A	B	C	D	E	F=D+E	G=C-F	H	I=F+H	J=C-I	K=L/J	L	M=F-L	N=I-L
Item	Task Description	Approved Budget	Approved Contracts / Scheduled Values	Approved Change Orders	Total Approved Contracts / Scheduled Values	Budget (Over)/Under Total Approved Contracts to Date Deviation	Potential Change Orders and Additional Contracts	Total Approved and Potential Contracts	Budget (Over)/Under Total Approved and Potential Contracts	Percent Expended	Costs Incurred to Date	Balance to Complete Approved Contracts	Balance to Complete Approved and Potential Contracts
1	Bid 100A - Tower	\$ 39,801,656	39,801,656	-	39,801,656	-	-	39,801,656	-	90%	35,749,136	4,052,520	4,052,520
2	Bid 200A - West (7th Floor Up)	5,625,845	5,625,845	-	5,625,845	-	-	5,625,845	-	100%	5,825,134	711	711
3	Bid 300A West (7th Floor Down)	2,501,225	2,501,225	-	2,501,225	-	-	2,501,225	-	98%	2,459,125	42,100	42,100
4	Bid 200B East (7th Floor Up)	4,663,132	4,663,132	-	4,663,132	-	-	4,663,132	-	99%	4,617,943	45,189	45,189
5	Bid 300B East (7th Floor Down)	2,586,299	2,586,299	-	2,586,299	-	-	2,586,299	-	97%	2,508,434	77,865	77,865
6	Bid 200C North (7th Floor Up)	2,685,911	2,685,911	-	2,685,911	-	-	2,685,911	-	92%	2,484,237	201,674	201,674
7	Bid 300C North (7th Floor Down)	1,228,580	1,228,580	-	1,228,580	-	-	1,228,580	-	94%	1,156,904	71,676	71,676
8	Bid 200D Roof	834,570	834,570	-	834,570	-	-	834,570	-	80%	667,579	166,991	166,991
9	Change Orders	-	-	5,314,397	5,314,397	(5,314,397)	209,548	5,523,945	(5,523,945)	98%	5,222,507	91,890	301,438
	Retainage	-	-	-	-	-	-	-	-		(1,628,417)	1,628,417	1,628,417
	<b>Total</b>	<b>\$59,927,218</b>	<b>59,927,218</b>	<b>5,314,397</b>	<b>65,241,615</b>	<b>(5,314,397)</b>	<b>209,548</b>	<b>65,451,163</b>	<b>(5,523,945)</b>	<b>90%</b>	<b>58,862,582</b>	<b>6,379,033</b>	<b>6,588,581</b>

**MILWAUKEE CITY HALL HISTORIC BUILDING RESTORATION PROJECT  
ARCHITECTURAL / ENGINEERING SERVICES: ENGBERG ANDERSON DESIGN PARTNERSHIP TEAM  
COST SUMMARY - PHASE III (JULY 1, 2005 TO JULY 31, 2008)**

A	B	C	D	E	F=D+E	G=C-F	H	I=F+H	J=C-I	K=L/F	L	M=F-L	N=L-L
Item	Task Description	Approved Budget	Approved Contracts / Scheduled Values	Approved Change Orders	Total Approved Contracts / Scheduled Values	Budget (Over/Under) Total Approved Contracts to Date Deviation	Potential Change Orders and Additional Contracts	Total Approved and Potential Contracts	Budget (Over/Under) Total Approved and Potential Contracts	Percent Expended	Costs Incurred to Date	Balance to Complete Approved Contracts	Balance to Complete Approved and Potential Contracts
1	Construction Administration	\$ 1,206,000	1,422,245	-	1,422,245	(216,245)	-	1,422,245	(216,245)	59%	838,897	583,348	583,348
2	Additional Services	-	-	363,255	363,255	(363,255)	-	363,255	(363,255)	82%	296,407	66,848	66,848
3	Reimbursables	-	81,750	-	81,750	(81,750)	-	81,750	(81,750)	41%	33,294	48,456	48,456
4	Credit for Phase II Overage	-	-	(310,465)	(310,465)	310,465	-	(310,465)	310,465	100%	(310,465)	-	-
	<b>Total</b>	<b>\$ 1,206,000</b>	<b>1,503,995</b>	<b>52,790</b>	<b>1,556,785</b>	<b>(350,785)</b>	<b>-</b>	<b>1,556,785</b>	<b>(350,785)</b>	<b>55%</b>	<b>858,133</b>	<b>698,652</b>	<b>698,652</b>

**MILWAUKEE CITY HALL HISTORIC BUILDING RESTORATION PROJECT  
OTHER CONSULTANTS, CONTRACTORS & MISCELLANEOUS  
COSTS SUMMARY - PHASE III (JULY 1, 2005 TO JULY 31, 2008)**

A	B	C	D	E	F=D+E	G=C-F	H	I=F+H	J=C-I	K=L/F	L	M=F-L	N=I-L
Item	Task Description	Approved Budget	Approved Contracts / Scheduled Values	Approved Change Orders	Total Approved Contracts / Scheduled Values	Budget (Over)/Under Total Approved Contracts to Date Deviation	Potential Change Orders and Additional Contracts	Total Approved and Potential Contracts	Budget (Over)/Under Total Approved and Potential Contracts	Percent Expended	Costs Incurred to Date	Balance to Complete Approved Contracts	Balance to Complete Approved and Potential Contracts
1	Concord / Tharps	\$ 500,000	508,685	-	508,685	(8,685)	(150,000)	358,685	141,315	53%	271,906	236,779	86,779
2	Prism Technical Mgt.	150,000	150,000	13,868	163,868	(13,868)	10,000	173,868	(23,868)	95%	155,011	8,857	18,857
3	City of Milwaukee Bond Issuance Costs	115,000	150,000	-	150,000	(35,000)	-	150,000	(35,000)	85%	127,935	22,065	22,065
4	Police Antenna Relocation	100,000	65,801	-	65,801	34,399	-	65,801	34,399	100%	65,601	-	-
5	City Attorney Temporary Office Relocation	1,000,000	850,974	-	850,974	149,026	-	850,974	149,026	100%	850,974	-	-
6	Other Misc Goods & Services	241,782	183,500	-	183,500	58,282	65,000	248,500	(6,718)	100%	183,500	-	65,000
	<b>Total</b>	<b>\$ 2,106,782</b>	<b>1,908,760</b>	<b>13,868</b>	<b>1,922,628</b>	<b>184,154</b>	<b>(75,000)</b>	<b>1,847,628</b>	<b>259,154</b>	<b>86%</b>	<b>1,854,927</b>	<b>267,701</b>	<b>192,701</b>

**MILWAUKEE CITY HALL HISTORIC BUILDING RESTORATION PROJECT  
CITY OF MILWAUKEE DPW ADMINISTRATION & INSPECTION  
COST SUMMARY - PHASE III (JULY 1, 2005 TO JULY 31, 2008)**

A	B	C	D	E	F=D+E	G=C-F	H	I=F+H	J=C-I	K=L/J	L	M=F-L	N=I-L
Item	Task Description	Approved Budget	Approved Contracts / Scheduled Values	Approved Change Orders	Total Approved Contracts / Scheduled Values	Budget (Over)/Under Total Approved Contracts to Date	Potential Change Orders and Additional Contracts	Total Approved and Potential Contracts	Budget (Over)/Under Total Approved and Potential Contracts	Percent Expended	Costs Incurred to Date	Balance to Complete Approved Contracts	Balance to Complete Approved and Potential Contracts
1	Investigative Work & Design Administration (0712/0713)	45,000	45,000	-	45,000	-	-	45,000	-	94%	42,509	2,491	2,491
2	Construction Administration Professional (071D)	400,000	400,000	110,000	510,000	(110,000)	20,000	530,000	(130,000)	87%	444,212	65,788	85,788
3	Construction Administration Inspection (071E)	315,000	315,000	30,000	345,000	(30,000)	10,000	355,000	(40,000)	87%	299,359	45,641	55,641
	<b>Total</b>	<b>760,000</b>	<b>760,000</b>	<b>140,000</b>	<b>900,000</b>	<b>(140,000)</b>	<b>30,000</b>	<b>930,000</b>	<b>(170,000)</b>	<b>87%</b>	<b>786,080</b>	<b>113,920</b>	<b>143,920</b>

**MILWAUKEE CITY HALL HISTORIC BUILDING RESTORATION PROJECT  
CONSTRUCTION CONTINGENCY SUMMARY  
PHASE III (JULY 1, 2005 TO JULY 31, 2008)**

A	B	C	D	E	F	G=C-D-E-F	H	I	J
Item	Task Description	Approved Budget	Approved Change Orders	Potential Change Orders	Owner Requested Added Scope	Contingency Balance	A/E Errors & Omissions	Value Engineering Items	Other
1	General Contractor J.P. Cullen & Sons	\$ 6,000,000	5,314,397	209,548	-	476,055	-	-	-
2	Architectural/Engineer Services Engberg Anderson Design Partnership Team	-	-	-	-	-	-	-	-
3	Other Consultants, Contractors & Misc Costs	-	13,868	-	-	(13,868)	-	-	-
4	City of Milwaukee Department of Public Works	-	-	-	-	-	-	-	-
	<b>Total</b>	<b>\$ 6,000,000</b>	<b>5,328,265</b>	<b>209,548</b>	<b>-</b>	<b>462,187</b>	<b>-</b>	<b>-</b>	<b>-</b>



**MILWAUKEE CITY HALL HISTORIC BUILDING RESTORATION PROJECT**  
**TOTAL PHASE II COSTS**  
**(COSTS FROM DECEMBER 9, 2002 TO JUNE 30, 2005)**

A	B	C	D	E	F=D+E	G=C-F	H	I=H	J=C-I	K=L/J	L	M=F-L	N=L-L
Item	Task Description	Approved Budget	Approved Contracts / Scheduled Values	Approved Change Orders	Total Approved Contracts / Scheduled Values	Budget (Over)/Under Total Approved Contracts to Date Deviation	Potential Change Orders and Additional Contracts	Total Approved and Potential Contracts	Budget (Over)/Under Total Approved and Potential Contracts	Percent Expended	Costs Incurred to Date	Balance to Complete Approved Contracts	Balance to Complete Approved and Potential Contracts
1.	Architectural / Engineering Services Engberg Anderson Design Partnership Team (Base Contract)***	\$ 3,762,848	3,430,450	287,610	3,718,060	44,788	-	3,718,060	44,788	100%	3,718,060	-	-
2	Architectural / Engineering Services Engberg Anderson Design Partnership Team (Contract Extension)**	265,677	310,465	-	310,465	(44,788)	-	310,465	-	100%	310,465	-	-
3	Other Consultants/Other Contractors/Miscellaneous Costs	248,723	248,723	-	248,723	-	-	248,723	-	100%	248,723	-	-
4	City of Milwaukee Department of Public Works Design / Bid Administration	272,777	272,777	-	272,777	-	-	272,777	-	100%	272,777	-	-
	<b>Total Phase II Project Costs</b>	<b>\$ 4,550,025</b>	<b>4,262,415</b>	<b>287,610</b>	<b>4,550,025</b>	<b>-</b>	<b>-</b>	<b>4,550,025</b>	<b>44,788</b>	<b>100%</b>	<b>4,550,025</b>	<b>-</b>	<b>-</b>

\*\*\* Costs from December 9, 2002 through August 31, 2007 contracted prior to Phase III.

**MILWAUKEE CITY HALL HISTORIC BUILDING RESTORATION PROJECT**  
**TOTAL PHASE I COSTS**  
**(COSTS PRIOR TO DECEMBER 9, 2002)**

A	B	C	D	E	F=D+E	G=C-F	H	I=H+G	J=C-I	K=L/J	L	M=F-L	N=H-L
Item	Task Description	Approved Budget	Approved Contracts / Scheduled Values	Approved Change Orders	Total Approved Contracts / Scheduled Values	Budget (Over)/Under Total Approved Contracts to Date Deviation	Potential Change Orders and Additional Contracts	Total Approved and Potential Contracts	Budget (Over)/Under Total Approved and Potential Contracts	Percent Expended	Costs Incurred to Date	Balance to Complete Approved Contracts	Balance to Complete Approved and Potential Contracts
1	Other Consultants/Other Contractors/Miscellaneous Costs	\$ 1,769,460	1,769,460	-	1,769,460	-	-	1,769,460	-	100%	1,769,460	-	-
2	City of Milwaukee Department of Public Works Investigation / Repairs Administration	134,683	134,683	-	134,683	-	-	134,683	-	100%	134,683	-	-
	<b>Total Phase II Project Costs</b>	<b>\$ 1,904,143</b>	<b>1,904,143</b>	<b>-</b>	<b>1,904,143</b>	<b>-</b>	<b>-</b>	<b>1,904,143</b>	<b>-</b>	<b>100%</b>	<b>1,904,143</b>	<b>-</b>	<b>-</b>

MILWAUKEE CITY HALL HISTORIC BUILDING RESTORATION PROJECT GENERAL CONTRACTOR: J.P. CULLEN & SONS APPROVED CHANGES & POTENTIAL CHANGES												
A	B	C	C	D	E	F	G	H	J	K	L	M
Item No.	Item Description	CO #	Estimated Amount	Submitted Amount	Approved Amount	Rejected Amount	Existing Condition	Owner's Request	AE Design Error	VE Item	Other	Contingency Adjustment
1	Issue # 7: Modify Mock-up Specification	1			(200,000)					(200,000)		200,000
2	Issue # 8: Modify Salvage Requirements	2			(249,137)					(249,137)		249,137
3	Issue # 10: Cibick Glass Warranty	1			(4,000)					(4,000)		4,000
4	Issue # 20: Temp. Power	3			0						0	0
5	Issue #36 Light Fixtures	15			4,152		4,152					(4,152)
6	Issue # 39: Steel at 10th Floor	4			134,798						134,798	(134,798)
7	Issue # 47: Structure at Gables	5			1,359,974		1,359,974				(30,261)	(1,359,974)
8	Issue # 54: Copper Detail	7			(30,261)							30,261
9	Issue # 73: Ceramic Tile in Men's Bathroom	5			1,047		1,047					(1,047)
10	Issue # 79 Remove Copper/Bookville Tower	8			32,500		32,500					(32,500)
11	Issue # 107: Mastic @ Slate Roof	6			119,859		119,859					(119,859)
12	Issue # 109 R / 115 Steel Purlins @ S.T.	5			314,980		314,980					(314,980)
13	Issue # 111: CB#03 Revise Ring Beam	7			6,348						6,348	(6,348)
14	Issue # 118 Scaffolding of Dormers	11			199,717		199,717					(199,717)
15	Issue # 130 Proposed Gutter Flashing	8			(30,456)		(30,456)					30,456
16	Issue # 131 Slate Remove & Replace	9/10			1,278,086		1,278,086					(1,278,086)
17	Issue # 132 Extra Pieces @ Gabel	6			8,378		8,378					(8,378)
18	Issue # 136 Precast Tuck @ 13th Floor	7			891		891					(891)
19	Issue # 137 2 I Beams @ ST Ring Beam	7			5,982		5,982					(5,982)
20	Issue # 139 Penabaker Qualification	7			10,399			10,399				(10,399)
21	Issue # 142 ST C Channels	6			192,941		192,941					(192,941)
22	Issue # 151 Terra Cotta @ Modillions	5			189,101		189,101					(189,101)
23	Issue # 152 Turnel Section CB #05	8			11,260		11,260					(11,260)

**MILWAUKEE CITY HALL HISTORIC BUILDING RESTORATION PROJECT  
GENERAL CONTRACTOR: J.P. CULLEN & SONS  
APPROVED CHANGES & POTENTIAL CHANGES**

A	B	C	C	D	E	F	G	H	J	K	L	M
Item No.	Item Description	CO #	Estimated Amount	Submitted Amount	Approved Amount	Rejected Amount	Existing Condition	Owner's Request	A/E Design Error	VE Item	Other	Contingency Adjustment
24	Issue # 155 ST Balustrade Deck	11			8,591		8,591					(8,591)
25	Issue # 157 Replace Horizontal Channels @ 12 Fir	6			12,017		12,017					(12,017)
26	Issue # 158 Remove Second Roof Layer @ 12 Fir	8			2,940		2,940					(2,940)
27	Issue # 159 A325 bolts at Dormer Flake	7			17,469		17,469					(17,469)
28	Issue # 160 Remove Steel Channels @ 12 Floor ST	8			6,384		6,384					(6,384)
29	Issue # 161 Gusset Plates @ 12th Core	7			37,549		37,549					(37,549)
30	Issue # 163 12th Floor Drainage	12			4,693		4,693					(4,693)
31	Issue # 170 Dormers w/out tees CB #06	8			53,473		53,473					(53,473)
32	Issue # 171 Paint Fire E scape on 2nd Floor	8			1,735		1,735					(1,735)
33	Issue # 179 Roof Heich @ North Roof	12			1,945		1,945					(1,945)
34	Issue # 189 Copper @ Top of Lantern	11			7,563		7,563					(7,563)
35	Issue # 195 Modiffions w/ Reber	14			(9,000)		(9,000)					9,000
36	Issue # 200 Re-route Plumbing Conductor @ North	13			3,926		3,926					(3,926)
37	Issue # 205 Rolled Angle @ Drum	12			38,328		38,328					(38,328)
38	Issue # 219 8th Floor Sill Anchor CB #07	11			4,679		4,679					(4,679)
39	Issue # 220 Lighting Revisions CB #08	13			(8,881)		(8,881)					8,881
40	Issue # 226 Door @ Dormer E16	11			7,018		7,018					(7,018)
41	Issue # 229 Precast @ 13th Floor	16			57,853		57,853					(57,853)
42	Issue # 230 Heat & Wintler Costs	8			102,110		102,110					(102,110)
43	Issue # 237 8th Floor North Steel	16			241,757		241,757					(241,757)
44	Issue # 245 Modiffion Modification	14			10,358		10,358					(10,358)
45	Issue # 248 Brick Test Run for ST	8			14,335		14,335					(14,335)
46	Issue # 251 Brick @ Siete on S.T.	11			(3,356)		(3,356)					3,356

**MILWAUKEE CITY HALL HISTORIC BUILDING RESTORATION PROJECT  
GENERAL CONTRACTOR: J.P. CULLEN & SONS  
APPROVED CHANGES & POTENTIAL CHANGES**

A	B	C	C	C	D	E	F	G	H	J	K	L	M
Item No.	Item Description	CO #	Estimated Amount	Submitted Amount	Approved Amount	Rejected Amount	Existing Condition	Owner's Request	AE Design Error	VE Item	Other	Contingency Adjustment	
47	Issue #256 Cut 3/4" Off New Brick @ 7th Flr Frieze	11			31,854		31,854					(31,854)	
48	Issue # 262 11th Flr Denial Work.	12			9,072		9,072					(9,072)	
49	Issue # 263 Gutter Drains @ 8 Flr	11			23,168		23,168					(23,168)	
50	Issue # 267 Winter Protect @ Slate	12			25,000		25,000					(25,000)	
51	Issue # 268 Flashing @ North of ST	12			7,486		7,486					(7,486)	
52	Issue # 270 Brick Pier @ Gutters	14			3,000		3,000					(3,000)	
53	Issue #271 Brick Backup Allowance	19			67,935		67,935					(67,935)	
54	Issue #272 Steel Survey Fix @ 11th	12			74,992		74,992					(74,992)	
55	Issue #280 Gutter Drain @W8	13			1,453		1,453					(1,453)	
56	Issue #281 13th Floor Column Cap Fix	13			82,941		82,941					(82,941)	
57	Issue #285 Revised Clock Hands	19			37,302		37,302					(37,302)	
58	Issue #289 12th Floor Double Angle	13			361,566		361,566					(361,566)	
59	Issue #291 13th Floor Column Splices	12			3,957		3,957					(3,957)	
60	Issue #295 Credit for Subs CH&P	12			855		855					(855)	
61	Issue #295 Correction on CO #12 - Credit Due	15			(1,710)		(1,710)					1,710	
62	Issue # 298 Scupper Detail	14			220,000		220,000					(220,000)	
63	Issue #298 Credit on Overtime from Original # 298	16			(42,880)		(42,880)					42,880	
64	Issue #309 Copper Fitting Credit	15			(5,931)		(5,931)					5,931	
65	Issue #310 Steel Channels @ Lantern	13			19,837		19,837					(19,837)	
66	Issue #312 Terra Cotta Allowance Credit	14			(780,000)		(780,000)					780,000	
67	Issue #314 Painting Drip Edges	16			(7,000)		(7,000)					7,000	
68	Issue #317 Brck Aress < 10 sq ft	14			2,193		2,193					(2,193)	
69	Issue #320 13th Floor Column Splice 2	15			(1,350)		(1,350)					1,350	

**MILWAUKEE CITY HALL HISTORIC BUILDING RESTORATION PROJECT  
GENERAL CONTRACTOR: J.P. CULLEN & SONS  
APPROVED CHANGES & POTENTIAL CHANGES**

A	B	C	C	D	E	F	G	H	J	K	L	M
Item No.	Item Description	CO #	Estimated Amount	Submitted Amount	Approved Amount	Rejected Amount	Existing Condition	Owner's Request	A/E Design Error	VE Item	Other	Contingency Adjustment
70	Issue #323 Windows 1st - 7th Floor West	15			(8,775)		(8,775)					8,775
71	Issue #330 13th Flr Column Splice	14			2,884		2,884					(2,884)
72	Issue #332 11th Floor Gusset Plates	14			42,174		42,174					(42,174)
73	Issue #344 North Tower Copper	17			578,563		578,563					(578,563)
74	Issue #347 11th Floor Panel Back-Up	15			26,529		26,529					(26,529)
75	Issue #352 Glazer Apprenticeship Hours	15			0		0					0
76	Issue #354 Spiral Stairs @ South Tower	15			14,250		14,250					(14,250)
77	Issue #357 Snow Fence Install	15			15,470		15,470					(15,470)
78	Issue #358 Extra Sandstone Cornice	15			34,800		34,800					(34,800)
79	Issue #359 Wood Blocking @ Lantern	15			11,943		11,943					(11,943)
80	Issue #363 5th Floor Sill Mockup	16			55,250		55,250					(55,250)
81	Issue #370 Re-Scaffolding for Allowances	16			10,038		10,038					(10,038)
82	Issue #374 8th Floor Gutter E12-E14	17			4,075		4,075					(4,075)
83	Issue # 377 City Trip to GMcB	15			3,934		3,934					(3,934)
84	Issue #384 Cross Gable Copper Panel	17			27,616		27,616					(27,616)
85	Issue #385 Concrete @ ST Light Wells	16			6,566		6,566					(6,566)
86	Issue #386 Stringers 10th to 13th	16			44,107		44,107					(44,107)
87	Issue #388 Profit Compounding	16			(36,079)		(36,079)					36,079
88	Issue #389 07/08 Winter Heat	16			142,880		142,880					(142,880)
89	Issue #390 Builders Risk TC	16			15,157		15,157					(15,157)
90	Issue #391 North Gable Copper	17			16,501		16,501					(16,501)
91	Issue #397 Soffit Steel Above Lantern	17			5,765		5,765					(5,765)
92	Issue #404 8th Floor Gutter Conductor	20			9,968		9,968					(9,968)

MILWAUKEE CITY HALL HISTORIC BUILDING RESTORATION PROJECT GENERAL CONTRACTOR: J.P. CULLEN & SONS APPROVED CHANGES & POTENTIAL CHANGES													
A	B	C	C	D	E	F	G	H	J	K	L	M	
Item No.	Item Description	CO #	Estimated Amount	Submitted Amount	Approved Amount	Rejected Amount	Existing Condition	Owner's Request	AE Design Error	VE Item	Other	Contingency Adjustment	
93	Issue #405 Lighting @ Spiral Stairs	19			15,477		15,477					(15,477)	
94	Issue #406 Credit for Sandstone Work	18			(367,082)		(367,082)					367,082	
95	Issue #413 North Tower Copper Substrate	17			31,018		31,018					(31,018)	
96	Issue #417 Clips @ Conductor Boxes	17			4,778		4,778					(4,778)	
97	Issue #420 Stop Work 2nd Floor Cornice	18			25,937		25,937					(25,937)	
98	Issue #424 Main Roof Parapet Credit	18			(10,636)		(10,636)					10,636	
99	Issue #426 Extra Sand Cornice @ ST	18			64,414		64,414					(64,414)	
100	Issue #431 City Trip to GMB 2	17			4,847		4,847					(4,847)	
101	Issue # 432 North Elevation I & W Shield	18			5,994		5,994					(5,994)	
102	Issue #434 9th Floor Gutter Sump	18			11,750		11,750					(11,750)	
103	Issue #436 13th Floor Lion Anchorage	19			19,589		19,589					(19,589)	
104	Issue #442 Additional Roof Removal	19			60,499		60,499					(60,499)	
105	Issue #443 Main Roof Parapet	20			16,996		16,996					(16,996)	
106	Issue #448 Purlins @ Flat Roof	19			30,210		30,210					(30,210)	
107	Issue #449 8th Floor Steel	19			106,042		106,042					(106,042)	
108	Issue #450 Light Fixture C	19			5,253		5,253					(5,253)	
109	Issue #454 South Tower Hatch Covers	19			4,533		4,533					(4,533)	
110	Issue #455 Window Sill Repair (1st - 2nd Floor)	19		15,000			15,000					(15,000)	
111	Issue #456 Remaining Sill Repair	19		45,000			45,000					(45,000)	
112	Issue #457 CMU @ 13th Floor Buttress	19			22,706		22,706					(22,706)	
113	Issue #458 Roof Hood Revisions CB #10	19			5,593		5,593					(5,593)	
114	Issue #461 Caulk @ Sandstone Sills	19			35,773		35,773					(35,773)	

MILWAUKEE CITY HALL HISTORIC BUILDING RESTORATION PROJECT GENERAL CONTRACTOR: J.P. CULLEN & SONS APPROVED CHANGES & POTENTIAL CHANGES												
A	B	C	C	D	E	F	G	H	J	K	L	M
Item No.	Item Description	CO #	Estimated Amount	Submitted Amount	Approved Amount	Rejected Amount	Existing Condition	Owner's Request	A/E Design Error	VE Item	Other	Contingency Adjustment
115	Issue #462 Copper Stains on Dormers	20			10,590		10,590					(10,590)
116	Issue #463 NW Gable Fire Repair (Deductible)			50,000			50,000					(50,000)
117	Issue #464 Slate Repair @ North Tower			5,000			5,000					(5,000)
118	Issue #465 North Elevation Shoring	19			13,274		13,274					(13,274)
119	Issue #468 Steel Base Plates Issue #470	20			9,868		9,868					(9,868)
120	Issue #470 Sandstone Spalling	20			6,444		6,444					(6,444)
121	Issue #471 13th Floor Buried Metal	20			20,227		20,227					(20,227)
122	Issue #474 Sandstone Sill Sealant	20			30,904		30,904					(30,904)
123	Issue #477 J.F. Cook Misc.			5,309			5,309					(5,309)
124	Issue #479 Plaster Allowance			(2,000)			(2,000)					2,000
125	Issue #480 Sealant at Window Perimeter			35,000			35,000					(35,000)
126	Issue #482 CB12 Clock Lights			18,143			18,143					(18,143)
127	Issue #483 Clock Controls Issue #484			9,096			9,096					(9,096)
128	Issue #484 11th Floor Roof			29,000			29,000					(29,000)
	TOTAL		0	209,548	5,314,387	0	5,855,798	10,399	0	(453,137)	110,885	(5,523,945)



***Appendix B – Project Schedule Gant Chart (7-31-05 thru 11-14-08)***

***Overall Schedule***

**Actual Start Date: 7/15/05**  
**Proposed Substantial Completion Date: 11/14/08**



ID	Description	Dur	Start	Finish
6797	TCSD Final 8th Fir Balcony Rail & Deck	5	04AUG08A	10OCT08

267	MOC 6 Panels of Flat-Seam Metal Roof	2	05DEC08	08DEC08
320	MOC Complete Mock-ups	1	09DEC08	09DEC08

1870	FAB Fabricate Clock System	7	18JAN08A	14OCT08
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5200	W City Review of Condition Survey 7	0	12MAY06A	22JUN08A
1560	W Install TC Soffits @ 7th Floor	0	26JUN06A	12JUL06A
5220	W City Review of Condition Survey 6	0	23AUG06A	06APR07A
7020	W Complete Dormers West	0	30JAN07A	30JAN07A
4510	W Complete Gutters West Elevation	0	30AUG07A	31AUG07A
4040	W Install TC Center Gable	0	12OCT07A	28OCT07A
7170	W Complete West Center Gable	0	08FEB08A	08FEB08A
5760	W Install Northern Gable TC	0	18FEB08A	22FEB08A
7190	W Complete West Northern Gable	0	29FEB08A	29FEB08A
3670	W Punchlist Acceptance 8 & Up	0	16MAY08A	16MAY08A
1960	W Install TC Ballustrade & Railing @ 7th Fir	0	07JUL08A	25JUL08A
3710	W Remove & Install Sandstone	5	06OCT08	10OCT08
3340	W Punch List Acceptance West	10	13OCT08	24OCT08

7110	N City Review of Condition Survey 7	0	12MAY06A	22JUN06A
7140	N City Review of Condition Survey 6	0	23AUG06A	06APR07A
4250	N Complete North Gable	0	14MAR08A	14MAR08A
6300	N Sills Complete North Elevation	0	14MAR08A	14MAR08A
4090	N Punchlist Acceptance North Elev	0	08SEP08A	11SEP08A
3390	N Punch List Acceptance	0	07OCT08A	
4270	N Remove & Install Sandstone	5	13OCT08	17OCT08

3740	E City Review of Condition Survey 7	0	12MAY08A	23JUN06A
3750	E City Review of Condition Survey 6	0	21NOV06A	30MAR07A
7030	E Complete East Dormers	0	23JUL07A	23JUL07A
4410	E Complete East Center Gable	0	31JAN08A	31JAN08A
6330	E Complete Gutter East Elevation	0	25FEB08A	25FEB08A
7240	E Complete East Northern Gable	0	29FEB08A	29FEB08A
4750	E Remove & Install Sandstone @	0	07MAR08A	07MAR08A
4610	E Punchlist Acceptance East 8th Fir	0	30JUN08A	30JUN08A
3430	E Punch List Acceptance	0	05SEP08A	05SEP08A

Sheet 1 of 3  
 J. P. Cullen & Sons, Inc.  
 Milwaukee City Hall Restoration

Date	Revision	Checked	Approved



ID	Description	Dur	Start	Finish	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN
7423	S-LW Paint Windows 7th Floor South	5	13OCT08	17OCT08	5	12	19	26	2	9	16	23	30
7090	S-LW Complete 3rd Floor Balustrades	1	13OCT08	13OCT08	13	20	27	3	10	17	24	1	8
3200	S-LW Final Cleaning @ South Tower	5	20OCT08	24OCT08	13	20	27	3	10	17	24	1	8
3210	S-LW Inspect South Tower Lower	1	27OCT08	27OCT08	13	20	27	3	10	17	24	1	8
3220	S-LW Punch List @ South Tower Lower	3	28OCT08	30OCT08	13	20	27	3	10	17	24	1	8
3230	S-LW Punch List Acceptance @ South	1	31OCT08	31OCT08	13	20	27	3	10	17	24	1	8
3260	S-LW Repair Scaffold Holes	10	03NOV08	14NOV08	13	20	27	3	10	17	24	1	8
3480	S-LW Remove Scaffold Except Hoist	10	03NOV08	14NOV08	13	20	27	3	10	17	24	1	8
3250	S-LW Remove Hoist Scaffold @ South	3	26NOV08	28NOV08	13	20	27	3	10	17	24	1	8
3490	S-LW Repair Scaffold Holes @ Hoist	3	26NOV08	28NOV08	13	20	27	3	10	17	24	1	8
6000	ROOF Final Closeout	1	26DEC08	26DEC08	13	20	27	3	10	17	24	1	8

- Paint Windows 7th Floor South Tower
- Complete 3rd Floor Balustrades
- Final Cleaning @ South Tower Lower
- Inspect South Tower Lower
- Punch List @ South Tower Lower
- Punch List Acceptance @ South Tower Lower
- Repair Scaffold Holes
- Remove Scaffold Except Hoist @ Lower ST
- Remove Hoist Scaffold @ South Tower Lower
- Repair Scaffold Holes @ Hoist

Final Closeout

Start Date: 04 JUL 05  
 Finish Date: 26 DEC 08  
 Start Date: 04 OCT 08  
 End Date: 08 OCT 08 11:04

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Sheet 3 of 3

J. P. Cullen & Sons, Inc.  
 Milwaukee City Hall Restoration

Legend:

- █ Early Bar
- █ Progress Bar
- █ Critical Activity

Date	Revision	Checked	Approved



***Appendix C – Budget Evolution / Funding History***





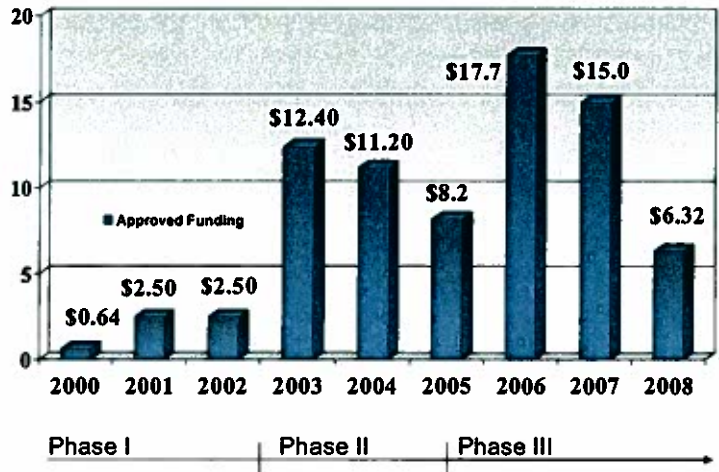
## ***BUDGET EVOLUTION/FUNDING HISTORY***

The development of the total approved project budget of \$76,454,169 comprises three (3) distinct phases of funding, as follows:

- **Phase I**  
A special account known as “City Hall Restoration Program” was created in Budget Year 2000 to maintain the structural integrity, prevent further deterioration and maintain City Hall’s visual appearance. This program was established with a multiple year funding strategy to replace roof components, repair fire escapes, tuck-point the building, replace clock faces, provide other repairs necessary to protect the building’s envelope from the elements, and to provide investigations and reports to determine the extent and cost to provide a more comprehensive restoration of City Hall. Of the \$640,000 approved in 2000, and the \$2,500,000 approved in both 2001 and 2002 for these purposes, a total of \$1,904,143 was expended on this work.
- **Phase II**  
Of the additional appropriations for the “City Hall Restoration Program” in budget years 2003 (\$12,400,000), 2004 (\$11,200,000) and 2004 (\$8,200,000), a total of \$4,555,853 was expended or encumbered. The work covered by this phase includes costs for architectural/engineering services, tower stabilization/netting, DPW labor costs and other administrative costs.
- **Phase III**  
Based upon the conclusions of the engineering reports carried out in the Phase I period of 2000 to 2003, the City Hall restoration project cost was estimated to be \$44 Million in budget year 2003. Additional detailed studies carried out in the Phase II period of 2003 to 2005 resulted in a revised estimated cost of \$43.5 Million in budget year 2005.

However, as a result of the substantially higher than expected bids received in early 2005, the revised estimated total project cost was determined to be \$76,454,169 or \$70,000,000 in addition to the \$6,459,607 expended or encumbered during Phases I and II of the Project. The approved appropriations are noted in the chart below:

**Restoration Program  
Capital Funding Appropriations  
\$76,460,000**



***Appendix D – Partnering Project Goals***



## ***PARTNERING PROJECT GOALS***

A Partnering session was held with the Contractor, architect, Engineer, Public Works, Monitor, and Wisconsin Regional Training Partnership, the Milwaukee Urban League, BIG STEP, and other interested stakeholders. Those present developed a Mission Statement to guide their actions from project launch through its scheduled completion in 2008.

In addition to the Mission Statement, several project goals were agreed to by all:

- Have a safe project with zero lost time accidents.
- World-class quality and historic restoration.
- Complete project on time and under budget in a manner that is profitable for all.
- Meet or exceed City's diversity goals.
- Maintain a great level of open respectful communication and teamwork.
- Determine and meet all expectations of the stakeholders involved.
- Maintain good public relations.

This report and the following data will focus on efforts of the Construction Team in meetings and the contractual participation program provisions and introduce those volunteer efforts underway that address the spirit of diversity and community inclusion.

