

# THE NORTHWESTERN MUTUAL TOWER AND COMMONS

FINAL SBE AND RPP PARTICIPATION REPORT

**SBE AND RPP GOALS REACHED AND EXCEEDED**

Prepared in conjunction with Prism Technical  
Management & Marketing Services, LLC



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## SECTION 1

# INTRODUCTION

### **SBE AND RPP GOALS REACHED AND EXCEEDED**

The Northwestern Mutual Tower and Commons project presented a range of unique opportunities and challenges, starting with its extraordinary design. Furthermore, the construction industry was beginning to recover from what's now being called the Great Recession, and a Human Resource Agreement the company made with the City of Milwaukee (see page 3) set out hiring goals that required creative solutions.

Successfully meeting these challenges and opportunities would require leadership, commitment, strong partnerships, determined outreach and a streamlined process for connecting people to effective resources. The process we put in place created a model of sustainability that others can follow. We're pleased to outline the project and elements of its success in this report.



# Northwestern Mutual Tower and Commons Construction

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## Participation Performance Report

This Participation Performance Report details Northwestern Mutual's success in meeting the goals of the Human Resource Agreement it made with the City of Milwaukee at the start of the Tower and Commons project. In constructing the 1.1 million-square-foot expansion of its downtown Milwaukee office complex, Northwestern Mutual agreed to:

- Use certified Small Business Enterprises (SBEs) and/or businesses certified under equivalent programs for 25.0 percent of applicable construction costs.
- Use underemployed City of Milwaukee residents via the Residents Preference Program (RPP) for 40.0 percent of the construction hours worked.
- Ensure payment of prevailing wages where applicable.

Northwestern Mutual engaged a building design, construction and consulting team that understood the critical importance we placed on meeting these SBE and RPP goals.

Development Manager:  
Hines

General Contractor Team:  
Gilbane | C. G. Schmidt Inc.

Participation Coordinator:  
Prism Technical

## SECTION 2

# EXECUTIVE SUMMARY

### **SBE AND RPP GOALS REACHED AND EXCEEDED**

Our decision to build The Tower and Commons downtown makes a huge statement about metro Milwaukee's attractiveness as a place to live and work and its ability to draw top talent and new businesses to the area. We are proud to call Milwaukee's lakefront our home.



## Northwestern Mutual Tower and Commons Executive Summary

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Local Small Business Enterprises (SBEs) were awarded \$127.1 million in contracts or **31.4 percent** of the total value of applicable construction and professional services contracts.

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Milwaukee residents eligible under the Residents Preference Program (RPP) performed **43.5 percent** of the construction hours on the project.

Northwestern Mutual is committed to Milwaukee's success.

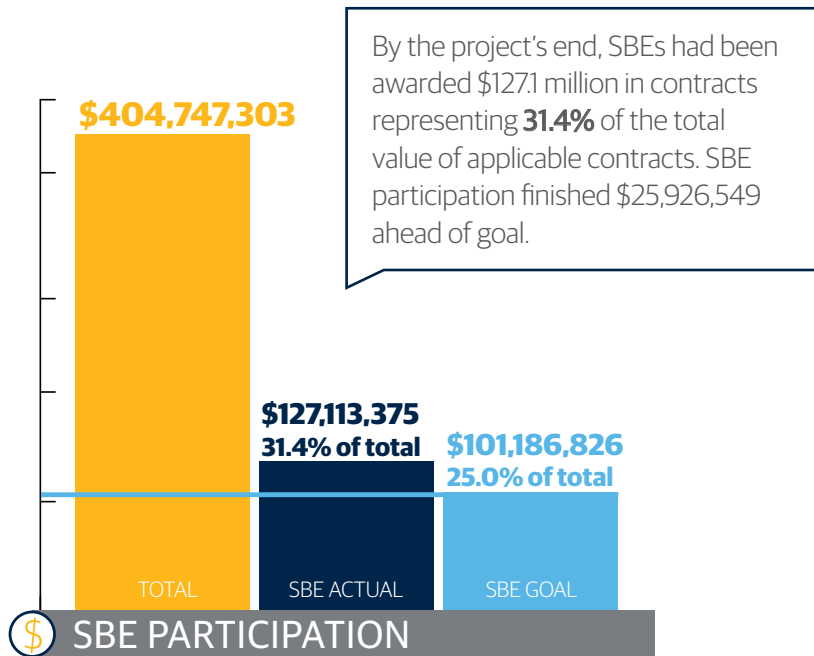
Whether it's the millions of dollars in philanthropic donations we make in the area; our partnerships in the Amani, Metcalfe Park and Muskego Way neighborhoods; or providing economic opportunities to the Milwaukee residents and local small businesses that helped build our new Tower and Commons, it's all our way of saying, "We Believe in Milwaukee!"

When we first planned construction of The Tower and Commons, we promised that 25.0 percent of the total value of applicable contracts awarded would go to Milwaukee Small Business Enterprises (SBEs). We promised that at least 40.0 percent of the labor hours on the project would be worked by Milwaukee residents eligible under the Residents Preference Program (RPP).

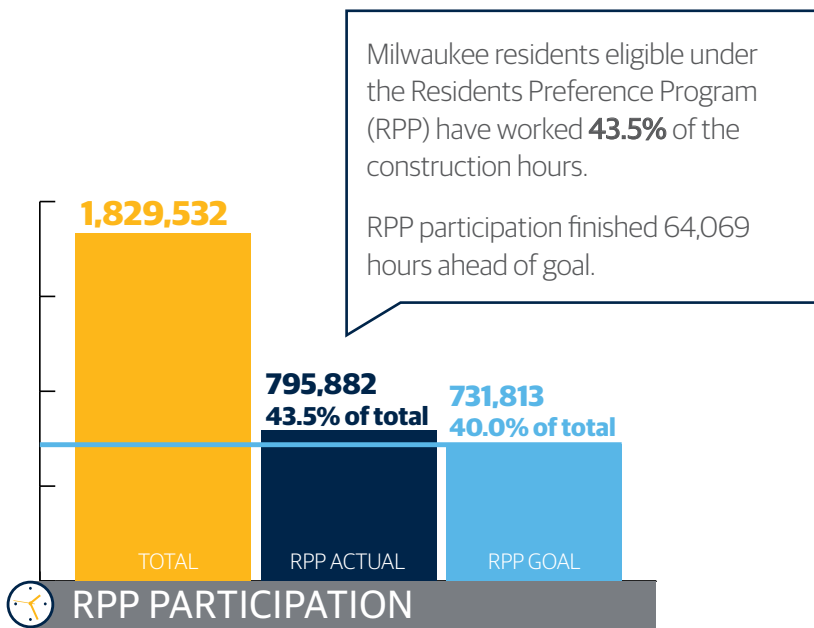
We are pleased to report that we have reached and exceeded these goals.

# Northwestern Mutual Tower and Commons Construction

Start of Project through Final Completion or July 31, 2017



Dollar Value of Applicable Contracts Awarded



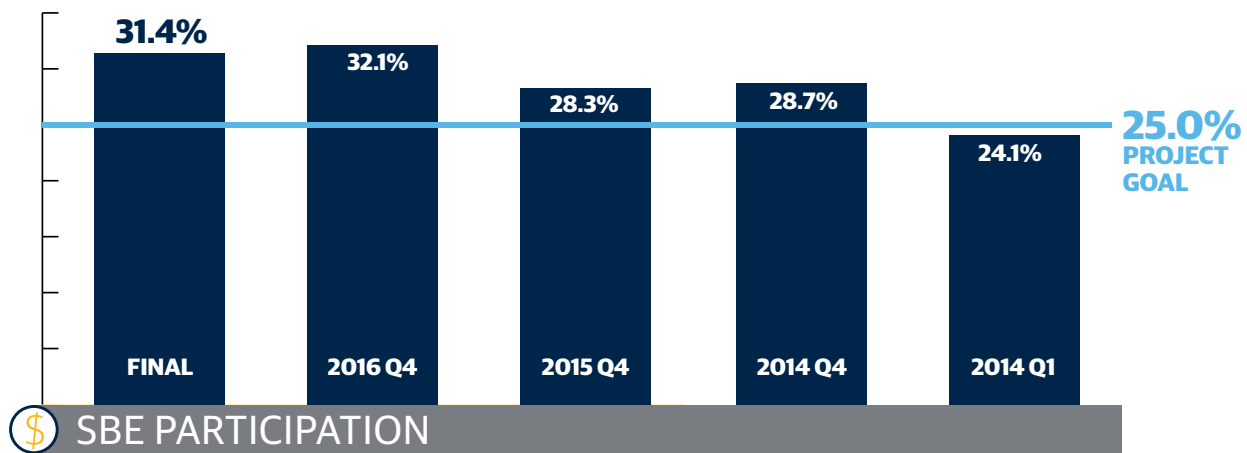
Construction Hours Worked

## PROJECT HIGHLIGHTS

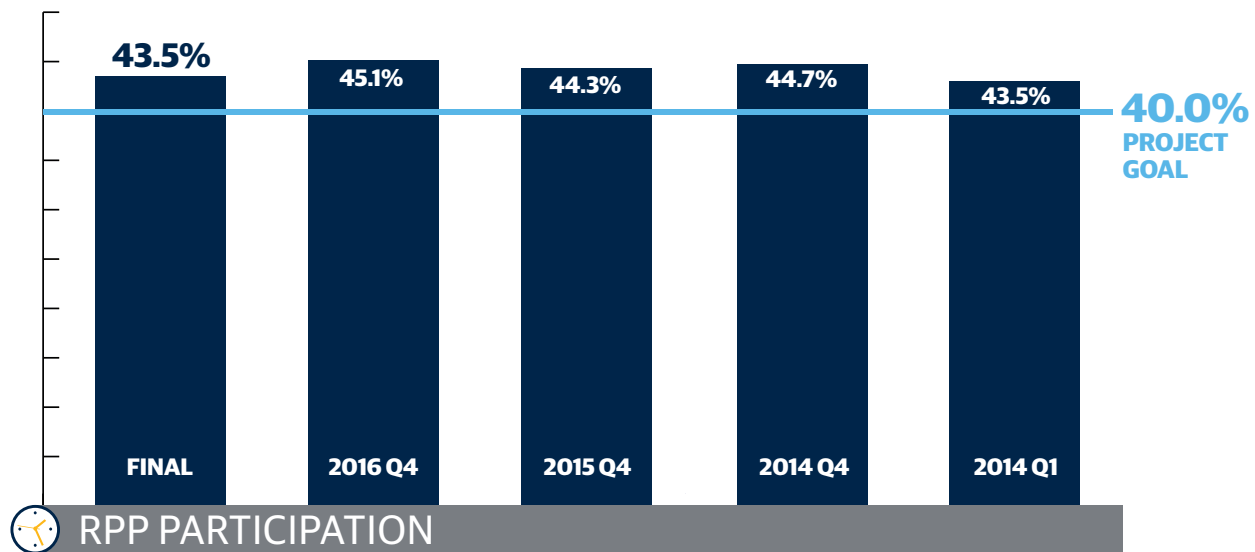
- \$404.7 million in applicable contracts awarded.
- \$127.1 million in contracts (31.4 percent of total) awarded to City of Milwaukee Small Business Enterprises (SBEs), exceeding 25.0 percent goal.
- Residents Preference Program (RPP) participation is ahead of goal. Milwaukee residents eligible under RPP have worked 43.5 percent of construction hours.
- Nearly 800 City of Milwaukee residents hired through RPP.
- 795,882 construction hours worked by RPP-certified Milwaukee residents.
- 211 apprentices on the project.
- Outreach to more than 100 community-based organizations to help ensure project participation from diverse segments of the Milwaukee community.
- More than 600 individuals connected to career pathways training and preparation programs through our partnership with Wisconsin Regional Training Partnership (WRTP)/BIG STEP.
- More than 133 of the workers hired through RPP received job training in WRTP/BIG STEP's targeted workforce training program.

# Northwestern Mutual Tower and Commons Construction

Start of Project through Final Completion or July 31, 2017



Percentage of Applicable Contract Dollar Value Awarded to SBEs



Percentage of Construction Hours Worked by RPP Participants



## SECTION 3

# OUR STORY

**SBE AND RPP GOALS REACHED AND EXCEEDED**

Northwestern Mutual has called Milwaukee home since 1859. Today, more than 4.4 million people rely on Northwestern Mutual for insurance and investment solutions.



### THE TOWER

32 stories

550 feet

Second tallest building in state

Largest building in city occupied by one company

Our investment in our downtown campus is also an investment in Milwaukee.

The entire metro area benefits when top employers make a long-term commitment to grow in downtown Milwaukee. It means more jobs, a stronger tax base, more community support from businesses, and more top talent giving back to all areas of the community.

### 1914 HEADQUARTERS

Iconic structure anchors downtown campus

### THE COMMONS

3 stories

Community access

Starbucks coffee shop

The Northwestern Mutual Experience



# The Tower and Commons Project

## The Design Challenge

Northwestern Mutual's mission has always been to be the best, not the biggest. To that end, The Tower would not be the tallest building in the state, but The Tower and Commons would be of the highest quality. The company's goal was to create a 21st-century work environment that would:

- Help attract and retain top talent,
- Foster collaboration and innovation to continue to serve the field force and clients with new efficiencies, and
- Invite the public inside to get to know the company in new and different ways.

Constructing such a building would require leading-edge design and quality construction on a major scale.

Jon Pickard, principal at Pickard Chilton Architects and chief architect of the project, said his challenge was to design a building that reflects the Northwestern Mutual values of strength, longevity, and forward-thinking. "We had a visionary client with strong values," he said. "We wanted to allow those values to be manifested somehow in glass and steel and concrete."

He made it sound easy, but it was a tall order – one the project's development manager, Hines, took seriously. Hines's reputation as a successful real estate

development company and manager of large-scale projects around the world made them the right choice to assist Northwestern Mutual with The Tower and Commons. The Hines team looked over the roster of contractors they knew had the experience and track record for a job of this magnitude, narrowed it to a manageable list of potential candidates and then sent the project out for bid.

## The Construction Challenge

After careful consideration by the development team, a partnership between **Gilbane Building Co.** and **C. G. Schmidt Inc.** was selected to build The Tower and Commons. Both companies had a longstanding relationship with Northwestern Mutual and Hines, and together had the experience, capacity and local knowledge to deliver a large-scale high-rise project.



Adam Jelen

The Gilbane | C. G. Schmidt team accepted the charge to help make a difference in the Milwaukee community and not only build a signature project but drive economic inclusion through small business partnerships and jobs for Milwaukee residents.

**Rick Schmidt**, president of Milwaukee-based C.G. Schmidt Inc., was excited about the project when the news broke in 2012. He wanted his company to bid on it and knew he'd need a partner that could complement his firm's expertise.

"The Northwestern Mutual project was of a size, scale and quality level that has never been seen before in the state of Wisconsin," Schmidt said. "The project required a herculean effort to meet all the requirements, and we needed a partner who had experience with megaprojects."

Gilbane embraced the collaboration and partnership commitment. "The spirit of the Tower and Commons project was built on a foundation of partnerships. The entire leadership team made a commitment to innovation and pushing forward to making a difference for Milwaukee," said **Adam Jelen**, senior vice president with Gilbane in Milwaukee and leader for the construction team.

## The Workforce Challenge

Like the rest of the country, Milwaukee was just coming out of a major economic recession that had hit the construction industry hard between 2006 and 2013. Work slowed down. Construction workers were laid off. Some construction-related companies went out of business.

"For anyone who was trying to get into the industry, there just weren't any opportunities," said **Mark Kessenich**, president and CEO of the Wisconsin Regional Training Partnership and Building Industry Group Skilled Trades Employment Program (WRTP/BIG STEP).

Many tradespeople left construction and retrained for other vocations. Some moved to other parts of the country to find work and support their families. So when construction began firing up again, experienced workers

were hard to find. Meeting the hiring goals set out in the Human Resource Agreement would take more than just teamwork and tenacity.

## Determined Outreach

The HR Agreement with the city challenged the partners to secure a network of construction-related, disadvantaged Small Business Enterprises (SBEs) certified by the city's Office of Small Business Development (OSBD) and a workforce that would include a sizable number of unemployed or underemployed local residents certified by the city's Residents Preference Program (RPP).



Rick Schmidt (right) and Adam Jelen (blue vest) hand out awards to Duwe/Benson RPP-certified workers.

To help ensure achievement of the workforce requirements, Northwestern Mutual brought on a partner with experience meeting and reporting on diversity and inclusion targets, Prism Technical Management & Marketing Services. The company's CEO, **Randy Crump**, quickly realized Northwestern Mutual's dedication.

"Early in our involvement, it became clear that Northwestern Mutual took very seriously its commitment to meet or exceed the SBE and RPP targets," he said.

The Northwestern Mutual team, led by vice president **Sandy Botcher**, and Hines collaborated with Prism, WRTP/BIG STEP and Gilbane | C.G. Schmidt to create a solid strategy for meeting the goals set forth in the HR Agreement.



Sandy Botcher

"We knew that honoring our commitment on a project of this scale and complexity would require a disciplined focus and a willingness to be creative," Botcher said.

**Linda Graves**, Gilbane's vice president for diversity and community affairs, was instrumental in assisting Northwestern Mutual, Hines, Prism and the general contractor team in planning and coordinating outreach efforts to small businesses. Together with the OSBD, the commitment to inclusion was established right from the start.

"The HR Agreement guided us in our understanding of the commitment to Milwaukee," Graves said. "The key elements in our strategy included understanding the size and scale of the bid packages needed, assessing the local SBE market, and understanding their needs and availability."

Key audiences identified included:

- Trade contractors certified by the OSBD,
- Contractors and suppliers that weren't certified but may be eligible for certification, and
- Prime contractors able to perform the scope of services.

Finally, connections were made to stakeholders that could help lead the team to the small business community: The OSBD, the state of Wisconsin Departments of Administration and Transportation, various trade groups, and local ethnic chambers of commerce.

Botcher and the whole project team worked tirelessly to build relationships, personally meeting with business and community leaders.

"While Northwestern Mutual has always been active in the community and has great relationships, success on this project required us to build new connections," said Botcher.

### Getting the word out

Even before construction began, the Northwestern Mutual team worked quickly to ensure that professional service SBEs had an opportunity to participate in the design phase of the project, which was well underway prior to development of the HR Agreement with the city.

Additionally, before each procurement phase, the construction partners hosted information sessions targeted to SBEs, trade groups and suppliers to inform them how to connect to the process, what resources might be available if they were interested in bidding, and the commitment of the owner and development team. If a small business wasn't certified but had all the right qualifications, they were referred to OSBD to undergo certification. If a small business sought more education, they were informed of a resource offered by the OSBD: The Business Capacity Building Program, parts of which Northwestern Mutual employees volunteered to teach.



Mark Kessenich and Tracey Griffith

WRTP/BIG STEP helped Botcher and the construction team get the word out to local residents in search of work in the industry. **Tracey Griffith**, director of construction initiatives for WRTP/BIG STEP, helped host the gatherings, in which Duwe Metal Products CEO and President **Jeannie Lauret** was a regular participant.

"I thought it was an awesome program because they didn't want to just get people hired for one project, they emphasized they wanted them to continue in the trades," Lauret said. "We knew we needed ironworkers



Jeannie Lauret

and glaziers to assemble the glass panels for the curtainwall, but if someone wanted to be a carpenter or an electrician, we would connect them with the other unions and try to get them apprenticeships. We really committed to these people.”

Griffith was impressed with the way all partners worked together toward a common goal and communicated with honesty and integrity.

“The thing that made it work was the strength of the partnership among Northwestern Mutual, Gilbane | C.G. Schmidt and the building trades,” she said. “In the meetings held with community residents, the message from these partners was very clear: They intended to do the right thing, diversity was important, the workforce requirements were essential, and safety was not going to be jeopardized.”

Griffith said the partners’ commitment made it easy for her team to do what they needed to do. “When we ran into challenges, we could go to those partners and say, ‘Hey we’re having a hard time with this,’ or ‘This is going to be a real challenge.’ And they could also come to us if issues came up.”

### Making connections, building futures

WRTP/BIG STEP played a huge role in training the workforce and connecting resident workers to resources that could help them on a pathway to success. If a worker didn’t have construction experience but wanted to work and lived in Milwaukee, they were enrolled in one of the organization’s tutoring, apprenticeship readiness, or industry training programs. Workers who had construction experience and lived in Milwaukee but weren’t RPP-certified were assisted in completing the process to become certified.



Another valuable partner, the **Milwaukee Building and Construction Trades Council**, worked with WRTP/BIG STEP, Duwe Metal and the general contractor team to place new RPP-certified workers in trade apprenticeships. The project would provide a way for apprentices to log hours toward completing their program to ultimately become journeyworkers in their chosen trades. While different trades have different requirements, it typically takes three to five years – and many work hours – for apprentices to reach that goal.

“The beauty of the apprenticeship program is that the apprentices go through a system of training and learning,



Earl Buford, president and CEO of Employ Milwaukee

and as they continue to work, their wages progress with them," Kessenich said. "When we talk about taking someone from a first year to a fourth or fifth year apprenticeship, we're talking about doubling their annual income."

The apprentices who worked on The Tower and Commons benefitted from the construction team's efforts to keep the project on schedule. "Apprentices for each trade have a different number of hours to hit," said Griffith, "but there was a lot of overtime on this project, and that really helped them."

## Leadership and Commitment

While there are many success stories of RPP-certified workers who began building successful careers on The Tower and Commons and SBEs who advanced their companies, without strong leadership there would be no stories to tell.

On the Northwestern Mutual side, Botcher led the project from the outreach stage through construction. Her commitment was steadfast from the start, providing strong leadership, dedication, and much direct involvement to help ensure success.

As the leader for the construction team, Jelen brought all the partners to the table for monthly principal meetings to foster innovation, set high team standards and keep everyone updated and accountable for the project's progress. These sessions also created an environment where any challenges could be addressed and quickly resolved. This strategy included three important components:

- **Safety Focus:** Safety was a key component of the project from the start. The construction team members, the Milwaukee Building and Construction Trades Council and the local office of the U.S. Department of Labor's Occupational Safety and Health Administration (OSHA) were all committed to setting the highest of bars in quality and safety. "It was key for us to draw in OSHA as a partner on the team," Jelen said. The three partners signed a safety agreement. Safety meetings were held on the jobsite at the beginning of each shift. Safety recognition celebrations were held on the jobsite throughout construction, and the crews were

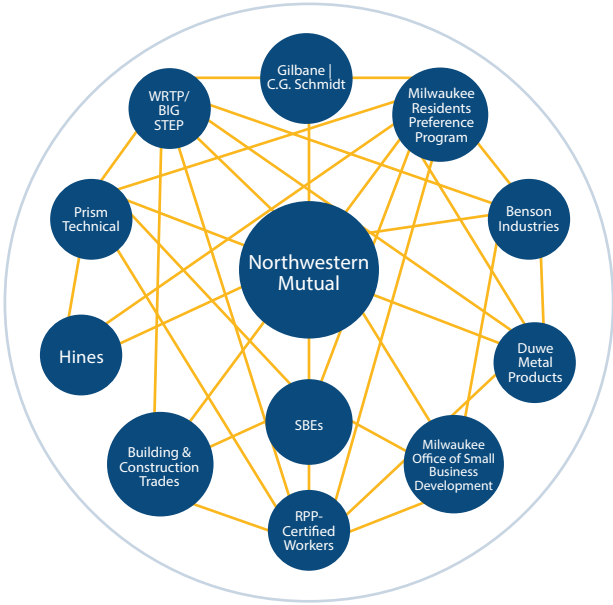
congratulated on their progress and dedication to industry safety. "We proactively designed a custom safety program and a total team task force to focus on the training and mentoring of the entry-level workforce," Jelen said, "ultimately caring and looking out for the RPP workforce, which yielded zero RPP lost time incidents."

- **Code of Excellence:** With its origins in the International Brotherhood of Electrical Workers (IBEW), the Code of Excellence set a higher bar not only for safety but also for dignity, respect and integrity on the jobsite. "The IBEW trains each one of the electricians in this prior to starting on the job," Jelen said. "When they came to me with it, I thought it was a great opportunity and that we should employ it with all the trades." The Tower and Commons project marked the first time the Code of Excellence was employed for all trades on a project. Carpenters, electricians, laborers and other trades all participated, and there was leadership on the jobsite to oversee it. "Other projects in Milwaukee and around the country are now carrying forward this idea of a comprehensive Code of Excellence," Jelen said.



- **Principals Charter:** Jelen felt the project's success would require everyone to work as an integrated team. "We couldn't do this in silos," he said. "We wanted more leadership, more training, more effort." To ensure buy-in from all partners on the team, a Principals Charter was created and signed by each stakeholder on the job: Subcontractor firms, Gilbane | C.G. Schmidt, Hines, Prism, WRTP/BIG STEP, the Milwaukee Building and Construction Trades, OSHA, Pickard Chilton and Northwestern Mutual. Signing the charter was a commitment by the leaders to meet on a regular,

regimented basis to discuss the job, the progress made, and any challenges that required quick resolution. "The charter built in another layer of investment and accountability that helped make the job successful," Jelen said.



## Strong Partnerships

The Tower and Commons created a dynamic network of business partners, and by all accounts, it was the strength of those partnerships that created success. To name them all would be a long list, so we've provided a graphic showing the connections that drove the project's positive outcome. There is one alliance, however, that warrants a spotlight.

## The Duwe/Benson Story

The Gilbane | C. G. Schmidt team knew the steel and concrete to construct The Tower and Commons would require larger quantities than any previous project, but it really wouldn't present a problem. On the other hand, the curved glass "curtainwall" that would encase the building required unique construction and installation, and no local companies had done such complex work on such a large scale. After a thorough search, the construction team procured Portland, Ore.-based **Benson Industries**, a company experienced in the construction of complex curtainwall, to assemble and install the unique glass panels for The Tower and Commons.

Benson came to Milwaukee in search of two things: A location to set up the curtainwall plant and a local business partner to assist in building the workforce and managing the project.

**Mark Mosher**, Benson's project manager for The Tower and Commons, found a knowledgeable and energetic business partner in Duwe Metal's Jeannie Lauret.

"Duwe's leadership impressed us with high integrity and a willingness to work with us. They understood that we would control the means and methods, how our system must go together, and they would provide the craftsmen," Mosher said.

While Lauret credits some of their success as partners to "chemistry," it may have been her tenacity that cemented the partnership.



(Left to right) Rick Schmidt, Jon Pickard, John Schlifske, Mayor Tom Barrett, Sandy Botcher, Tim Gerend, Eric Christophersen, Tom Gilbane and Adam Jelen

"It helped greatly that they were very proactive addressing their issues," Mosher said.

Lauret met with unions directly and determined the plant would need composite crews of glaziers and ironworkers. "I was already signatory to the Ironworkers (Union), and I became signatory to the Glaziers so we could do the assembly work with them and have composite work on the install," she said, adding that the Glaziers Union became a vital partner on the project.



Lauret stayed in touch with Mosher, and when Benson's leadership team came into town to look for a suitable site to build the curtainwall, she went with them.

"We looked for the right facility, knowing we were going to be hiring Milwaukee residents," Lauret said. "And while Benson got the backup done on the lease for the Century City building, I was starting the recruiting events with WRTP/BIG STEP and working toward getting our crew."

Together, Lauret and Mosher set up the curtainwall shop at Century City Business Park and with WRTP/BIG STEP, hired and trained a preliminary crew of seven RPP-certified

Jelen was also proud of what the group accomplished. "The \$70-million curtainwall contract for The Tower and Commons was fabricated and assembled in an out-of-service building in the city limits by 100 percent underemployed workers. With more than 100,000 workforce hours and 386,000 square feet of glass behind them, the workers delivered their customized portion of the project," he said.

"That whole shop, including the HR manager and the quality manager, were Milwaukee residents with RPP certification," said Jelen. "The construction partners and WRTP/BIG STEP trained an entire workforce that could go

on to have many jobs beyond construction, although some of them have already gone on to other trades. Our real mission is to make sure that every one of these individuals continues on to build a family-sustaining job well beyond this project."

Sixteen of the RPP-certified workers who were on the curtainwall project at the end stayed with Lauret and moved on to work at the Milwaukee Bucks arena. Some have now dispersed to four of Duwe's other construction projects in the city. The RPP-certified project supervisor at the curtainwall plant, Loren Johnson (see page 39), is now an assistant production manager for Benson at their

Lebanon, Pa. plant, where he loves his job and aspires to further his management career.

### Pride in a job well done

When nearly all the glass panels had been assembled and many had been installed on The Tower, the owners and construction partners brought the Duwe/Benson assembly crew to The Tower and Commons for a tour and recognition ceremony. Before being presented with plaques commending their dedication and hard work, they toured the upper floors of the building. Giddy and laughing, they pulled out their phones to take selfies and group shots of each other with the city and the lake in the background.

"They were a chatty group," Kessenich said, "but when they saw a piece of glass come rising up and watched it



Benson Industries at Century City Business Park

workers who then trained the rest of the assemblers and installers. By the end of the project, the Duwe/Benson partnership had employed 150 RPP-certified workers and paid nearly \$1.7 million in wages.

Mosher felt good about the outcome. The company had set up an assembly shop in a city they had not worked in for many years, with a partner they had never worked with, and with workers that had never worked on custom curtainwalls – and achieved success.

"My biggest fear going into the project was that we would struggle with assembly and installation production because of lack of experienced personnel," Mosher said. "But overall production rates were very respectable and, most importantly, we were able to assemble and install in the correct sequence, and there was very little rework due to improper assembly or installation."



being maneuvered into place, everyone just went totally quiet. It was like an artist watching their artwork being hung on the wall and thinking, 'Oh wow, there it is.'"

Lauret said her involvement in the project not only had a tremendous effect on her company, it also made a strong personal impact. "It has given me a chance to make a difference in people's lives," she said. "The day I met the team at WRTP/BIG STEP, I knew we could make this happen - and we did!"

Lauret praises the support she and Mosher received from Northwestern Mutual and the other partners - calling out especially Gilbane | C.G. Schmidt, Iron Workers Local 8, Glaziers Local 1204 and Dan Bukiewicz, president of the Milwaukee Building and Construction Trades Council.

"We all aligned with sincere intent to exceed the RPP goal," Lauret said. "Now that those relationships are established, if we can get owners, contractors and unions to continue to work together to hire unemployed and underemployed Milwaukeeans, we can make a noticeable change in our city."



## SECTION 4

# SMALL BUSINESS ENTERPRISE RESULTS

**SBE GOAL EXCEEDED BY 6.4 PERCENT**

We believe in promoting a healthy business environment. Strong businesses, especially small- and medium-sized companies, are the backbone of the city's economy. They contribute to the vitality of the city.

# Tower and Commons Small Business Enterprise (SBE) Participation

Northwestern Mutual and the City of Milwaukee share an interest in promoting a healthy local business environment. Strong businesses, especially small- and medium-sized companies, are the backbone of the city's economy. They create jobs, pay taxes, and contribute to the vitality of the city.

That's why we set a goal for our downtown development to not only have an impact on our business, but to help raise the tide for many businesses in the city.

Small Business Enterprises are companies with annual revenues below a stated floor and typically owned by one or more individuals who are at an educational, social, economic or other disadvantage. SBEs, including many businesses owned by minorities, women and military veterans involved in building design and construction, were an integral part of creating our Tower and Commons.

TABLE 1: SBE PARTICIPATION LEVEL

Start of Project through Final Completion or July 31, 2017

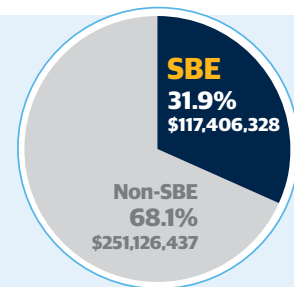
TOTAL VALUE OF APPLICABLE CONTRACTS AWARDED		\$404,747,303	
	GOAL	ACTUAL	STATUS
<b>SBE Participation Percentage</b>	25.0%	31.4%	+6.4
<b>Value of SBE Contracts Awarded</b>	\$101,186,826	\$127,113,375	+\$25,926,549



## CONTRACT PAYMENTS MADE

SBEs have received 31.9 percent or \$117,406,328 of applicable project contract payments made through final completion or July 31, 2017. All contractors, including SBEs, will receive their final retainage

payments upon satisfaction of all project completion and compliance requirements. This will result in final payment amounts more closely matching contract values.



Numerical data presented in separate tables may differ slightly due to rounding.



## Rising with the Tides – The SBE Story

Northwestern Mutual, the City of Milwaukee and all partners in The Tower and Commons construction project share an interest in promoting a healthy local business environment. Strong businesses, especially small- and medium-sized companies, are the backbone of the city's economy, creating jobs, paying taxes and contributing to the overall vitality of the city.

Small Business Enterprises (SBEs) are companies with annual revenues below a stated floor and typically owned by one or more individuals who are at an educational, social, economic or other disadvantage. They include many businesses owned by minorities,

women and military veterans involved in building design and construction. These companies were an integral part of creating The Tower and Commons.

While our agreement with the city was to include SBEs in at least 25 percent of applicable project contracts – a goal we have consistently exceeded – we aspired to assist these companies in making connections, expanding their networks and growing their businesses. As the city of Milwaukee continues to grow, raising the tide that lifts all boats, many of the SBEs have moved on to exciting new projects with the experience and education they gained on our project. We're pleased to share some of their stories.



June Perry-Stevens

### Learning, growing, networking

**June Perry-Stevens** and **Beth Bauer** own and operate **BestEd Business**, which supplied personal protective equipment and clothing for the men and women who built The Tower and Commons. When interviewed in 2015, Perry-Stevens said they were hoping to expand their business, possibly into office furniture supply. At the time, the two co-owners were enrolled in the OSBD's Business Capacity Building Program (BCBP), on which Northwestern Mutual partnered.

"We're growing and getting opportunities I know we wouldn't have gotten if we hadn't been in the BCBP," Perry-Stevens said. "Sandy Botcher, who led the project for Northwestern Mutual throughout construction, was very supportive of BCBP, as were Gilbane and C.G. Schmidt, and that was very important. The connection with Northwestern Mutual was crucial to us and has been very beneficial."

BestEd is now working with Bader Philanthropies on providing furniture for the historic building they're reconstructing on Dr. Martin Luther King Jr. Drive. Because of BestEd's experience with Northwestern Mutual, they are included on the design team and able to show the Bader leaders the furniture in the new Tower and Commons as an example of the kind of furnishings Bader might be interested in.

"We have always planned to expand into office furniture, and the Bader project is catapulting that for us and will put us in the arena with other business furniture suppliers," Perry-Stevens said.

She also pointed out the inherent value to SBEs of being involved in The Tower and Commons project. "When people look at that, they say, 'Well, you must be good if you could do that'. And that's a kudo for Northwestern Mutual that they included minority- and women-owned firms in the project because it has really helped us," she said.

The connections Perry-Stevens and Bauer made in the BCBP have created a nice business network for them, too. Three other Tower and Commons SBEs were in the program with them – **Spann & Associates LLC**, **Security Officer Services Inc.**, and **Rockwell Mechanical LLC**. The four companies have stayed in contact since then, supporting each other and passing along information on potential business opportunities.

**Hurt Electric** installed much of the security and electrical closet connections and some of the lighting in The Tower. President **Henry Hurt** said the huge scope of the project gave him an education. Although his company interfaces with different construction trades all the time, the scale of this project made it altogether different, and he learned from the experience.



Henry Hurt

"It takes a different mindset and different management skillsets," Hurt said. "The dollar amounts are different. The coordination is mega-times where we normally are as far as different project managers for all the different things they do. The processes they use for this kind of project are not the processes that you use for your everyday small projects."

But working on The Tower and Commons also gave him insight. "When you learn how things are done on a large-scale project, you can adapt some of those things to smaller-scale projects and become more efficient," he said.

**Jean Thiel**, president of **Belonger Corp.**, a plumbing, mechanical and HVAC business, said other business opportunities have opened up to her company as a result of their work on The Tower and Commons – including an invitation to bid on additional projects for Northwestern Mutual.

"We've been able to establish a business relationship and gain experience with the customer that we didn't have before. We also gained an understanding of another construction management software system used on the project, which made us more well-rounded," Thiel said. "And we've gained a track record for working safely and on time and for meeting the requirements on a very large-scale, visible project."

This new exposure to her business and the reputation she has earned will surely create even more opportunities for her company.

Thiel gives high praise to the Northwestern Mutual and Gilbane | C.G. Schmidt leadership teams who made sure minority- and women-owned companies like hers were engaged in the project. "I appreciated the inclusion," she said. "We were made to feel part of the team. It was a good environment and a great experience. My whole company felt that way."

## Growing an experienced workforce

While the SBEs on the project gained large-scale experience, increased their exposure, and became educated in new processes, some were surprised by an unexpected outcome: An expanded workforce with new experience and a desire to keep working.

Thiel said she hired four new pre-apprentices and apprentices for Belonger's work on The Tower and Commons and will keep two of them on now that the project has ended. One thing that impressed her was the work ethic these new workers brought. "We were also able to have sustained employment during the project," she said, "and that was important to us."



Steve Macaione

Steve Macaione, president of **Thomas A. Mason Co.**, said his company remains busy. "After we finished Northwestern Mutual, we moved on to the Bucks training center and then onto the arena, and a lot of our RPP-certified workers came with us," he said.

When bidding the arena project, Macaione said his company put together a sales tool containing charts and graphs that showed their performance on The Tower and Commons. "We showed them the team, and probably about 30 percent of the workforce were RPP-certified workers who were proven and tested and stayed with us. It just goes to show you, the program works."



Duwe/Benson workforce awards ceremony, August 2016

## SMALL BUSINESS ENTERPRISES

Constructing a high-rise office building requires a wide variety of construction-related services. We're proud to have involved a large number of companies in building our Tower and Commons. Table 2 shows details of all Small Business Enterprises involved from the start

of the project through completion. For ease of reference, we have also broken out the SBE professional services providers (see Table 3, page 29) from the SBE construction providers (see Table 4, page 31).

TABLE 2: TOTAL SBE PARTICIPATION (PROFESSIONAL SERVICES AND CONSTRUCTION)

SBE FIRM	SUBCONTRACTOR TO	TRADE/DESCRIPTION OF WORK	TOTAL CONTRACT AMOUNT	AMOUNT PAID THROUGH 07/31/2017
<b>Affirmative Supply Co.</b>	Central Ceiling Systems Inc.	Acoustical Ceiling Tile Supply	\$ 284,000	\$ 153,461
<b>American Design Inc.</b>	Kendall Heaton Associates	East Office Building Demolition	\$ 43,320	\$ 43,320
<b>American Design Inc.</b>	Kendall Heaton Associates	East Office Building Selective Salvage	\$ 6,313	\$ 6,313
<b>American Design Inc.</b>	Valerio Dewalt Train Associates	Fitness Center Architectural Services/CD Production	\$ 109,400	\$ 108,208
<b>American Design Inc.</b>	Valerio Dewalt Train Associates	Office Architectural Services/CD Production	\$ 666,355	\$ 641,371
<b>Arrow-Crete Construction LLC</b>	Globe Contractors Inc.	Concrete	\$ 104,987	\$ 104,987
<b>Arteaga Construction Inc.</b>	Veit & Co. Inc.	Crane	\$ 24,080	\$ 24,080
<b>Arteaga Construction Inc.</b>	Langer Roofing & Sheet Metal Inc.	Labor and Materials	\$ 1,440,042	\$ 1,440,042
<b>ASAP Fastening Systems Inc.</b>	Construction Supply & Erection	Supplier of Various Fasteners	\$ 3,418	\$ 3,418
<b>Autumn Trucking Inc.</b>	Globe Contractors Inc.	Fuel	\$ 120,006	\$ 120,006
<b>Autumn Trucking Inc.</b>	Veit & Co. Inc.	Fuel and Oil	\$ 259,371	\$ 259,371
<b>Autumn Trucking Inc.</b>	Veit & Co. Inc.	Fuel and Oil	\$ 192,854	\$ 192,854
<b>B &amp; D Contractors</b>	Klein-Dickert Milwaukee Inc.	Install Mirrors and Glass	\$ 511,765	\$ 443,903
<b>Barrientos Design &amp; Consulting Inc.</b>	Kendall Heaton Associates	Van Buren Bridge Project	\$ 166,610	\$ 166,610
<b>Belonger Corp. Inc.</b>	Gilbane   C.G. Schmidt Inc.	Interior HVAC	\$ 2,631,032	\$ 2,367,929
<b>Best Erectors Inc.</b>	C.G. Schmidt Inc.	Metal Erection	\$ 102,416	\$ 100,706
<b>Best Erectors Inc.</b>	Grunau Co. Inc.	Installation/Erection	\$ 2,625,000	\$ 1,519,049
<b>Best Erectors Inc.</b>	Klein-Dickert Milwaukee Inc.	Metal Erection	\$ 835,670	\$ 719,613
<b>Best Erectors Inc.</b>	Midwest Stairs & Iron Inc.	Miscellaneous Metals	\$ 2,000,000	\$ 1,951,245
<b>BestEd Business</b>	Gilbane   C.G. Schmidt Inc.	Safety Protection	\$ 23,422	\$ 23,422
<b>BestEd Business</b>	Central Ceiling Systems Inc.	Safety Equipment	\$ 603	\$ 603
<b>BMR Design Group Inc.</b>	USA Fire Protection Inc.	Professional Services	\$ 203,309	\$ 203,309
<b>CH Coakley &amp; Co.</b>	Otis Elevator Co.	Offsite Storage and Trucking	\$ 150,000	\$ 152,154

(CONTINUED ON PAGE 24)



TABLE 2: TOTAL SBE PARTICIPATION (PROFESSIONAL SERVICES AND CONSTRUCTION) (CONTINUED)

SBE FIRM	SUBCONTRACTOR TO	TRADE/DESCRIPTION OF WORK	TOTAL CONTRACT AMOUNT	AMOUNT PAID THROUGH 07/31/2017
<b>Choice Construction Co. Inc.</b>	C.G. Schmidt Inc.	Welded Wire Fabric Reinforcing	\$ 2,551,554	\$ 2,551,554
<b>Choice Construction Co. Inc.</b>	Ceco Concrete Construction	Rebar Installation	\$ 873,000	\$ 870,374
<b>Choice Construction Co. Inc.</b>	LeJeune Steel Co.	Steel Erection	\$ 7,180,000	\$ 7,180,000
<b>Con-Cor Co. Inc.</b>	C.G. Schmidt Inc.	Concrete Cutting	\$ 1,139	\$ 1,139
<b>Con-Cor Co. Inc.</b>	Staff Electric Co. Inc.	Labor and Material Coring	\$ 10,350	\$ 10,350
<b>Con-Cor Co. Inc.</b>	Giles Engineering Associates Inc.	Concrete Coring Services	\$ 79,043	\$ 79,043
<b>Con-Cor Co. Inc.</b>	Globe Contractors Inc.	Sawing	\$ 14,011	\$ 14,011
<b>Con-Cor Co. Inc.</b>	Veit & Co. Inc.	Saw Cutting	\$ 5,760	\$ 5,760
<b>Con-Cor Co. Inc.</b>	Munson Inc.	Core-Drilling Floor	\$ 5,775	\$ 5,775
<b>Con-Cor Co. Inc.</b>	Veit & Co. Inc.	Concrete Sawing	\$ 222,184	\$ 201,184
<b>Con-Cor Co. Inc.</b>	Novum Structures LLC	Hired Labor	\$ 92,963	\$ 92,963
<b>Continuum Architects &amp; Planners S.C.</b>	Kendall Heaton Associates	Code Review and Permit Expediting Services	\$ 31,320	\$ 31,320
<b>Continuum Architects &amp; Planners S.C.</b>	Kendall Heaton Associates	Old North Office Building Basement	\$ 99,571	\$ 99,589
<b>Continuum Architects &amp; Planners S.C.</b>	Kendall Heaton Associates	South Office Building	\$ 15,979	\$ 4,325
<b>DAAR Engineering Inc.</b>	LeJeune Steel Co.	Surveying	\$ 25,194	\$ 25,194
<b>DAAR Engineering Inc.</b>	Gilbane   C.G. Schmidt Inc.	Site Survey	\$ 375,028	\$ 375,028
<b>DAAR Engineering Inc.</b>	Construction Supply & Erection	Survey Work	\$ 582,069	\$ 582,069
<b>Dairyland Electric Co. Inc.</b>	Staff Electric Co. Inc.	Electrical	\$ 306,320	\$ 306,320
<b>Dairyland Electric Co. Inc.</b>	Staff Electric Co. Inc.	Switchgear	\$ 2,209	\$ 2,209
<b>Dairyland Electric Co. Inc.</b>	Staff Electric Co. Inc.	Electrical	\$ 16,624	\$ 16,624
<b>Dairyland Electric Co. Inc.</b>	Grunau Co. Inc.	Plumbing Labor/Supplier	\$ 819,206	\$ 739,631
<b>Dairyland Electric Co. Inc.</b>	Johnson Controls Inc.	AHU Shaft Fabrication Offsite	\$ 14,891	\$ 13,402
<b>Dairyland Electric Co. Inc.</b>	Johnson Controls Inc.	Electrical Controls Labor and Material	\$ 1,092,646	\$ 1,089,441
<b>Dairyland Electric Co. Inc.</b>	Pieper Electric Inc.	Install and Furnish Under Floor Wiring System	\$ 2,484,684	\$ 2,344,968
<b>Dairyland Electric Co. Inc.</b>	Staff Electric Co. Inc.	Install and Furnish Fire Alarm and Generator	\$ 3,818,461	\$ 3,767,589
<b>Dairyland Electric Co. Inc.</b>	Staff Electric Co. Inc.	Install and Furnish Tile/Data	\$ 2,222,879	\$ 2,146,349
<b>Dairyland Electric Co. Inc.</b>	Staff Electric Co. Inc.	Install and Furnish Sound Masking	\$ 240,164	\$ 222,193
<b>Dakota Intertek Corp.</b>	Giles Engineering Associates Inc.	Labor and Hand Augering Services	\$ 3,411	\$ 3,411

(CONTINUED ON PAGE 25)

TABLE 2: TOTAL SBE PARTICIPATION (PROFESSIONAL SERVICES AND CONSTRUCTION) (CONTINUED)

SBE FIRM	SUBCONTRACTOR TO	TRADE/DESCRIPTION OF WORK	TOTAL CONTRACT AMOUNT	AMOUNT PAID THROUGH 07/31/2017
<b>Duwe Metal Products Inc.</b>	C.G. Schmidt Inc.	Acoustic Screen Wall	\$ 60,304	\$ 60,304
<b>Duwe Metal Products Inc.</b>	Benson Industries Inc.	Shop and Field Labor and Miscellaneous Metals	\$ 8,700,500	\$ 6,443,994
<b>Duwe Metal Products Inc.</b>	Construction Supply & Erection	Provided Labor	\$ 445,190	\$ 445,190
<b>Duwe Metal Products Inc.</b>	Gilbane   C.G. Schmidt Inc.	Interior Miscellaneous Metals	\$ 112,556	\$ 101,300
<b>Duwe Metal Products Inc.</b>	Gilbane   C.G. Schmidt Inc.	Hoist Embed Work	\$ 125,250	\$ 125,250
<b>Duwe Metal Products Inc.</b>	Glenn Rieder Inc.	Furnishing Decorative Metal Items	\$ 11,206	\$ 11,206
<b>EKG Trucking LLC</b>	Globe Contractors Inc.	Trucking and Permits	\$ 470,302	\$ 470,302
<b>Emerald City Tile Inc.</b>	Wisconsin Terrazzo & Tile Inc.	Provide and Coordinate Delivery of Materials	\$ 226,000	\$ 195,285
<b>Equity Supply Group LLC</b>	Boelter LLC	Tray Conveyors for Dishroom	\$ 440,647	\$ 440,647
<b>Equity Supply Group LLC</b>	Thorne Associates Inc.	Framing and Drywall Materials	\$ 2,128,762	\$ 2,128,762
<b>Equity Supply Group LLC</b>	Sergenian's Floor Coverings	Provide Flooring Material	\$ 801,918	\$ 801,918
<b>Equity Supply Group LLC</b>	Eco Build	Furnish Drainage Mat and Stone	\$ 46,922	\$ 46,922
<b>ER Abernathy Industrial Inc.</b>	Gilbane   C.G. Schmidt Inc.	Safety Protection	\$ 1,286	\$ 1,286
<b>Fusion Integrated Solutions LLC</b>	HMA Consultants Inc.	Construction Services	\$ 45,000	\$ 23,690
<b>Gibraltar Industries</b>	Gilbane   C.G. Schmidt Inc.	Cleaning Services	\$ 28,397	\$ 28,397
<b>Gordan Solutions</b>	Milwaukee Plate Glass Co.	Labor/Filming	\$ 881,742	\$ 713,373
<b>Greenfire Management Services LLC</b>	Gilbane   C.G. Schmidt Inc.	Project Engineering Services	\$ 339,344	\$ 339,344
<b>Hard Rock Sawing &amp; Drilling Specialists Co.</b>	Veit & Co. Inc.	Concrete Sawing	\$ 17,300	\$ 15,570
<b>Hard Rock Sawing &amp; Drilling Specialists Co.</b>	Veit & Co. Inc.	Concrete Cutting	\$ 9,240	\$ 9,240
<b>Hawk Construction LLC</b>	C.G. Schmidt Inc.	Foundations and Helical Piers	\$ 27,929	\$ 27,929
<b>Hawk Construction LLC</b>	Veit & Co. Inc.	Hydro Excavation	\$ 71,810	\$ 71,810
<b>Hetzel Tile &amp; Marble Inc.</b>	Gilbane   C.G. Schmidt Inc.	Hard Tile/Interior Stone Installation	\$ 4,200,745	\$ 3,724,564
<b>Hetzel-Sanfilippo Inc.</b>	Benson Industries Inc.	Stud Framing	\$ 599,209	\$ 381,580
<b>Hetzel-Sanfilippo Inc.</b>	Central Ceiling Systems Inc.	Acoustic Ceilings 9D	\$ 800,000	\$ 790,450
<b>Hetzel-Sanfilippo Inc.</b>	Gilbane   C.G. Schmidt Inc.	Miscellaneous General Conditions	\$ 74,893	\$ 74,893
<b>Hetzel-Sanfilippo Inc.</b>	Gilbane   C.G. Schmidt Inc.	Mock Up	\$ 477,282	\$ 477,282
<b>Hetzel-Sanfilippo Inc.</b>	Thorne Associates Inc.	Framing and Drywall	\$ 2,700,000	\$ 2,678,429
<b>Hetzel-Sanfilippo Inc.</b>	Langer Roofing & Sheet Metal Inc.	Labor and Materials	\$ 65,000	\$ 65,000

(CONTINUED ON PAGE 26)

TABLE 2: TOTAL SBE PARTICIPATION (PROFESSIONAL SERVICES AND CONSTRUCTION) (CONTINUED)

SBE FIRM	SUBCONTRACTOR TO	TRADE/DESCRIPTION OF WORK	TOTAL CONTRACT AMOUNT	AMOUNT PAID THROUGH 07/31/2017
<b>Hiram Power Electric</b>	Staff Electric Co. Inc.	Furnish Electrical Fixtures	\$ 30,602	\$ 30,602
<b>Hiram Power Electric</b>	Staff Electric Co. Inc.	Furnish Medium Voltage	\$ 10,908	\$ 10,908
<b>Hiram Power Electric</b>	Staff Electric Co. Inc.	Furnish Miscellaneous Materials	\$ 154,383	\$ 93,716
<b>House of Stone Inc.</b>	Structures Hardscapes Specialists	Masonry	\$ 299,552	\$ 236,748
<b>House of Stone Inc.</b>	Boelter LLC	Stone Tops	\$ 525,000	\$ 407,250
<b>House of Stone Inc.</b>	Glenn Rieder Inc.	Furnish and Installation of Quartz and Solid Surface	\$ 739,757	\$ 418,698
<b>Hurt Electric Inc.</b>	Staff Electric Co. Inc.	Install and Furnish Distribution and UPS	\$ 5,277,987	\$ 5,065,963
<b>Hurt Electric Inc.</b>	Staff Electric Co. Inc.	Fixtures and Lamps	\$ 2,900,444	\$ 2,900,506
<b>Hurt Electric Inc.</b>	Pieper Electric Inc.	Install and Furnish Lighting Control System	\$ 1,690,073	\$ 1,375,108
<b>HVA Products Inc.</b>	Grunau Co. Inc.	Fuel Controls	\$ 55,815	\$ 55,815
<b>IBC Engineering Services Inc.</b>	Alvine Engineering	MEP Engineering for Tower Center TI	\$ 495,760	\$ 435,490
<b>IBC Engineering Services Inc.</b>	Aquatic Design & Engineering Inc.	Electrical Engineering	\$ 27,675	\$ 27,675
<b>IBC Engineering Services Inc.</b>	Sebesta Blomberg & Associates	Mechanical and Electrical Commissioning Services	\$ 45,760	\$ 7,300
<b>JCP Construction LLC</b>	Gilbane   C.G. Schmidt Inc.	Foundation Waterproofing	\$ 3,791,832	\$ 3,791,832
<b>JCP Construction LLC</b>	Glenn Rieder Inc.	Onsite Installation Labor	\$ 1,547,220	\$ 1,297,433
<b>JCP Construction LLC</b>	Thorne Associates Inc.	Framing/Drywall/Labor	\$ 3,300,000	\$ 3,219,040
<b>JCP Construction LLC</b>	Boelter LLC	Carpentry/Food Service Equipment	\$ 292,000	\$ 241,490
<b>JCP Construction LLC</b>	USA Fire Protection Inc.	Professional Services	\$ 76,989	\$ 41,064
<b>KMI Construction LLC</b>	C.G. Schmidt Inc.	Masonry	\$ 4,150	\$ 4,150
<b>KMI Construction LLC</b>	Gilbane   C.G. Schmidt Inc.	Masonry	\$ 8,363,809	\$ 7,507,386
<b>Marek Landscaping LLC</b>	Veit & Co. Inc.	Erosion Control	\$ 49,352	\$ 49,352
<b>McDowell Construction Corp.</b>	Globe Contractors Inc.	Asphalt	\$ 98,658	\$ 98,658
<b>McDowell Construction Corp.</b>	Veit & Co. Inc.	Fencing	\$ 77,423	\$ 77,423
<b>McKinley's Corp.</b>	Grunau Co. Inc.	HVAC Demolition	\$ 16,400	\$ 16,400
<b>Metropolitan Services Inc.</b>	Globe Contractors Inc.	Traffic Control	\$ 151,998	\$ 151,998
<b>Milwaukee Metal Products Co.</b>	Benson Industries Inc.	Fabricators of Embeds and Miscellaneous Metals	\$ 361,303	\$ 361,303
<b>Milwaukee Metal Products Co.</b>	Klein-Dickert Milwaukee Inc..	Steel Fabrications	\$ 59,174	\$ 59,174
<b>Milwaukee Metal Products Co.</b>	Terra Engineering & Construction Corp.	Tieback Bearing Plates	\$ 4,692	\$ 4,692

(CONTINUED ON PAGE 27)

TABLE 2: TOTAL SBE PARTICIPATION (PROFESSIONAL SERVICES AND CONSTRUCTION) (CONTINUED)

SBE FIRM	SUBCONTRACTOR TO	TRADE/DESCRIPTION OF WORK	TOTAL CONTRACT AMOUNT	AMOUNT PAID THROUGH 07/31/2017
<b>Natural Athletic Turf LLC</b>	Stano Landscaping	Hardscape Restoration	\$ 50,850	\$ 50,850
<b>Nexus Pest Solutions</b>	Gilbane   C.G. Schmidt Inc.	Pest Control	\$ 9,558	\$ 9,558
<b>Nuvo Construction Co. Inc.</b>	C.G. Schmidt Inc.	Concrete	\$ 4,613,076	\$ 4,613,076
<b>Nuvo Construction Co. Inc.</b>	Terra Engineering & Construction Corp.	Bulk Cement	\$ 128,824	\$ 128,824
<b>P.A. Roeper &amp; Associates Inc.</b>	Graef USA	Drafting Services	\$ 22,500	\$ 22,500
<b>P.L. Freeman Co.</b>	Grunau Co. Inc.	HVAC and Plumbing Labor/Supplier	\$ 6,186,759	\$ 6,185,514
<b>P.L. Freeman Co.</b>	Terra Engineering & Construction Corp.	Wales	\$ 104,848	\$ 104,848
<b>P.L. Freeman Co.</b>	Langer Roofing & Sheet Metal Inc.	Roofing	\$ 159,685	\$ 159,685
<b>Pinnacle Workspace Solutions</b>	Krueger International Inc.	Installation	\$ 513,625	\$ 513,625
<b>Price and Sons Inc.</b>	USA Fire Protection Inc.	Material Supplier	\$ 768,723	\$ 768,723
<b>Price and Sons Inc.</b>	Staff Electric Co. Inc.	Miscellaneous Supplier	\$ 2,421,091	\$ 2,401,831
<b>Prism Technical Management &amp; Marketing Services LLC</b>	Northwestern Mutual	HR Consultant	\$ 576,155	\$ 568,006
<b>Quorum Architects Inc.</b>	Kendall Heaton Associates	Graphics/Wayfinding Consultant	\$ 258,215	\$ 235,233
<b>Quorum Architects Inc.</b>	The Office of James Burnett	Associate Landscape Architects	\$ 218,230	\$ 152,076
<b>Rams Contracting Ltd.</b>	Veit & Co. Inc.	Trucking	\$ 12,513	\$ 12,513
<b>Rams Contracting Ltd.</b>	Eco Blend	Furnish and Install ST-1 Soil	\$ 381,049	\$ 85,910
<b>Rinka Chung Architecture Inc.</b>	Buro Happold Consulting Engineers PC	Solar Reflectivity Site Assessment	\$ 6,000	\$ 3,001
<b>Rinka Chung Architecture Inc.</b>	Buro Happold Consulting Engineers PC	LEED Consulting	\$ 40,000	\$ 23,342
<b>Rinka Chung Architecture Inc.</b>	Kendall Heaton Associates	North Parking Garage	\$ 15,510	\$ 15,510
<b>Rinka Chung Architecture Inc.</b>	Valerio Dewalt Train Associates	Identity Center Café Architectural Services	\$ 9,500	\$ 9,500
<b>Rinka Chung Architecture Inc.</b>	Valerio Dewalt Train Associates	Credit Union Architectural Services	\$ 70,045	\$ 65,845
<b>Rockwell Mechanical LLC</b>	J.F. Ahern Co.	Chiller Procurement/Installation	\$ 418,380	\$ 418,380
<b>Rockwell Mechanical LLC</b>	Grunau Co. Inc.	HVAC Labor/Supplier	\$ 4,865,885	\$ 4,336,700
<b>Security Officer Services Inc.</b>	Gilbane   C.G. Schmidt Inc.	Site Security	\$ 446,769	\$ 446,769
<b>Security Officer Services Inc.</b>	Benson Industries Inc.	Site Security	\$ 400,00	\$ 378,455
<b>Sonag Ready Mix LLC</b>	C.G. Schmidt Inc.	CIP Concrete	\$ 20,846	\$ 20,846
<b>Sonag Ready Mix LLC</b>	Ceco Concrete Construction	Concrete Material	\$ 1,085,618	\$ 1,085,618
<b>Sonag Ready Mix LLC</b>	Common Links Construction	Metal Framing, Drywall and Taping	\$ 1,067,140	\$ 1,067,140

(CONTINUED ON PAGE 28)

TABLE 2: TOTAL SBE PARTICIPATION (PROFESSIONAL SERVICES AND CONSTRUCTION) (CONTINUED)

SBE FIRM	SUBCONTRACTOR TO	TRADE/DESCRIPTION OF WORK	TOTAL CONTRACT AMOUNT	AMOUNT PAID THROUGH 07/31/2017
<b>Spann &amp; Associates LLC</b>	Gilbane   C.G. Schmidt Inc.	Project Engineering Services	\$ 360,877	\$ 360,877
<b>Superior Equipment &amp; Supply Co.</b>	Gilbane   C.G. Schmidt Inc.	Ice Maker Supply	\$ 130,303	\$ 121,031
<b>Thomas A. Mason Co. Inc.</b>	Central Ceiling Systems Inc.	Acoustic Ceilings 9D	\$ 7,387	\$ 7,387
<b>Thomas A. Mason Co. Inc.</b>	G3 Technologies Inc.	Floor Installation	\$ 1,485,933	\$ 1,337,340
<b>Thomas A. Mason Co. Inc.</b>	Gilbane   C.G. Schmidt Inc.	Soft Flooring	\$ 2,114,570	\$ 1,830,441
<b>Thomas A. Mason Co. Inc.</b>	All-Tech Decorating Co.	Painting	\$ 805,040	\$ 805,040
<b>Thomas A. Mason Co. Inc.</b>	All-Tech Decorating Co.	Painting	\$ 197,781	\$ 197,781
<b>Thomas A. Mason Co. Inc.</b>	All-Tech Decorating Co.	Painting	\$ 275,942	\$ 233,427
<b>Thomas A. Mason Co. Inc.</b>	Poblocki Sign Co.	Interior Signage Installation	\$ 2,981	\$ 426
<b>Thomas A. Mason Co. Inc.</b>	Poblocki Sign Co.	Interior Signage Installation	\$ 2,555	\$ 2,555
<b>Thomas A. Mason Co. Inc.</b>	Thorne Associates Inc.	Taping Labor	\$ 3,010,000	\$ 3,007,072
<b>Tremmel-Anderson Trucking LLC</b>	New Berlin Grading Inc.	Earthwork	\$ 6,025	\$ 6,025
<b>Tremmel-Anderson Trucking LLC</b>	Veit & Co. Inc.	Trucking	\$ 275,632	\$ 275,632
<b>Valente Transport Inc.</b>	Veit & Co. Inc.	Trucking/Disposal	\$ 828,802	\$ 828,802
<b>Valente Transport Inc.</b>	Veit & Co. Inc.	Trucking	\$ 760,581	\$ 760,581
<b>Vizcaino's Trucking LLC</b>	Globe Contractors Inc.	Trucking	\$ 127,324	\$ 127,324
<b>Vizcaino's Trucking LLC</b>	Veit & Co. Inc.	Trucking	\$ 20,164	\$ 20,164
<b>Vizcaino's Trucking LLC</b>	Veit & Co. Inc.	Trucking	\$ 267,734	\$ 267,734
<b>White Glove Environmental</b>	Gilbane   C.G. Schmidt Inc.	Cleaning Services	\$ 9,800	\$ 9,800
<b>ZS LLC</b>	Applied Technical Services Inc.	Façade Access Design Services	\$ 62,975	\$ 58,093
<b>ZS LLC</b>	Entuitive Corp.	Building Enclosure Sub-Consultant	\$ 42,750	\$ 40,940
<b>ZS LLC</b>	Kendall Heaton Associates	Structural Engineering	\$ 23,124	\$ 23,124
<b>ZS LLC</b>	Magnusson Klemencic Associates	Structural Engineering	\$ 215,500	\$ 215,375
<b>ZS LLC</b>	Northwestern Mutual	Laser Scan	\$ 51,000	\$ 51,000
<b>ZS LLC</b>	Gilbane   C.G. Schmidt Inc.	Engineering Services	\$ 50,240	\$ 50,240
<b>ZS LLC</b>	Novum Structures LLC	Laser Scanning Services	\$ 5,470	\$ 5,470
<b>TOTAL SBE PARTICIPATION</b>			<b>\$ 127,113,375</b>	<b>\$ 117,406,328</b>
<b>% OF APPLICABLE CONTRACT VALUE AWARDED</b>			<b>31.4%</b>	
<b>% OF APPLICABLE PAYMENTS MADE</b>			<b>31.9%</b>	
<b>TOTAL ADJUSTED CONSTRUCTION AND PROFESSIONAL SERVICES PROVIDER PARTICIPATION</b>			<b>\$ 404,747,303*</b>	<b>\$ 368,532,766*</b>

\*This total excludes contracts for specialty disciplines as well as those awarded prior to Dec. 1, 2012, including Kendall/Heaton Associates, Ring & DuChateau, Valerio Dewalt Train Associates and Pickard Chilton.

TABLE 3: SBE PROFESSIONAL SERVICES PROVIDERS

Much of the focus and excitement of a major building project is on the many construction and trade groups who lift skyscrapers out of the ground. Before a shovelful of dirt is moved, however, architects, engineers and

other professional service providers design and plan the structure. For ease of reference, we have separated just the SBE professional services providers listed in Table 2 and shown them here.

SBE FIRM	SUBCONTRACTOR TO	TRADE/DESCRIPTION OF WORK	TOTAL CONTRACT AMOUNT	AMOUNT PAID THROUGH 07/31/2017
<b>American Design Inc.</b>	Kendall Heaton Associates	East Office Building Demolition	\$ 43,320	\$ 43,320
<b>American Design Inc.</b>	Kendall Heaton Associates	East Office Building Selective Salvage	\$ 6,313	\$ 6,313
<b>American Design Inc.</b>	Valerio Dewalt Train Associates	Fitness Architectural Services/CD Production	\$ 109,400	\$ 108,208
<b>American Design Inc.</b>	Valerio Dewalt Train Associates	Office Architectural Services/CD Production	\$ 666,355	\$ 641,371
<b>Barrientos Design &amp; Consulting Inc.</b>	Kendall Heaton Associates	Van Buren Bridge Project	\$ 166,610	\$ 166,610
<b>Con-Cor Co. Inc.</b>	Giles Engineering Associates Inc.	Concrete Coring Services	\$ 79,043	\$ 79,043
<b>Continuum Architects &amp; Planners S.C.</b>	Kendall Heaton Associates	Code Review and Permit Expediting Services	\$ 31,320	\$ 31,320
<b>Continuum Architects &amp; Planners S.C.</b>	Kendall Heaton Associates	Old North Office Building Basement	\$ 99,571	\$ 99,589
<b>Continuum Architects &amp; Planners S.C.</b>	Kendall Heaton Associates	South Office Building	\$ 15,979	\$ 4,325
<b>Dakota Intertek Corp.</b>	Giles Engineering Associates Inc.	Labor and Hand Augering Services	\$ 3,411	\$ 3,411
<b>Fusion Integrated Solutions LLC</b>	HMA Consultants Inc.	Construction Services	\$ 45,000	\$ 23,690
<b>IBC Engineering Services Inc.</b>	Alvine Engineering	MEP Engineering for Tower Center TI	\$ 495,760	\$ 435,490
<b>IBC Engineering Services Inc.</b>	Aquatic Design & Engineering Inc.	Electrical Engineering	\$ 27,675	\$ 27,675
<b>IBC Engineering Services Inc.</b>	Sebesta Blomberg & Associates	Mechanical and Electrical Commissioning Services	\$ 45,760	\$ 7,300
<b>P.A. Roeper &amp; Associates Inc.</b>	Graef USA	Drafting Services	\$ 22,500	\$ 22,500
<b>Prism Technical Management &amp; Marketing Services LLC</b>	Northwestern Mutual	HR Consultant	\$ 576,155	\$ 568,006
<b>Quorum Architects Inc.</b>	Kendall Heaton Associates	Graphics/Wayfinding Consultant	\$ 258,215	\$ 235,233
<b>Quorum Architects Inc.</b>	The Office of James Burnett	Associate Landscape Architects	\$ 218,230	\$ 152,076
<b>Rinka Chung Architecture Inc.</b>	Buro Happold Consulting Engineers PC	Solar Reflectivity Site Assessment	\$ 6,000	\$ 3,001
<b>Rinka Chung Architecture Inc.</b>	Buro Happold Consulting Engineers PC	LEED Consulting	\$ 40,000	\$ 23,342
<b>Rinka Chung Architecture Inc.</b>	Kendall Heaton Associates	North Parking Garage	\$ 15,510	\$ 15,510

(CONTINUED ON PAGE 30)

TABLE 3: SBE PROFESSIONAL SERVICES PROVIDERS (CONTINUED)

SBE FIRM	SUBCONTRACTOR TO	TRADE/DESCRIPTION OF WORK	TOTAL CONTRACT AMOUNT	AMOUNT PAID THROUGH 07/31/2017
<b>Rinka Chung Architecture Inc.</b>	Valerio Dewalt Train Associates	Identity Center Café Architectural Services	\$ 9,500	\$ 9,500
<b>Rinka Chung Architecture Inc.</b>	Valerio Dewalt Train Associates	Credit Union Architectural Services	\$ 70,045	\$ 65,845
<b>ZS LLC</b>	Applied Technical Services Inc.	Façade Access Design Services	\$ 62,975	\$ 58,093
<b>ZS LLC</b>	Entuitive Corp.	Building Enclosure Sub-Consultant	\$ 42,750	\$ 40,940
<b>ZS LLC</b>	Kendall Heaton Associates	Structural Engineering	\$ 23,124	\$ 23,124
<b>ZS LLC</b>	Magnusson Klemencic Associates	Structural Engineering	\$ 215,500	\$ 215,375
<b>ZS LLC</b>	Northwestern Mutual	Laser Scan	\$ 51,000	\$ 51,000
<b>TOTAL SBE PROFESSIONAL SERVICES PROVIDER PARTICIPATION</b>			<b>\$ 3,447,021</b>	<b>\$ 3,161,210</b>
<b>% OF APPLICABLE PROFESSIONAL SERVICES CONTRACT VALUE AWARDED</b>			<b>30.6%</b>	
<b>% OF APPLICABLE PROFESSIONAL SERVICES PAYMENTS MADE</b>				<b>31.2%</b>
<b>TOTAL ADJUSTED APPLICABLE PROFESSIONAL SERVICES PROVIDER PARTICIPATION</b>			<b>\$ 11,261,334*</b>	<b>\$ 10,139,674*</b>

\*This total excludes contracts for specialty disciplines as well as those awarded prior to Dec. 1, 2012, including Kendall/Heaton Associates, Ring & DuChateau, Valerio Dewalt Train Associates and Pickard Chilton.

TABLE 4: SBE CONSTRUCTION PROVIDERS

The visible creation of our Tower and Commons was guided by the capable hands of the construction contractors and subcontractors. They were responsible for preparing the construction site and erecting

The Tower and Commons. For ease of reference, we have separated just the SBE construction providers listed in Table 2 and shown them here.

SBE FIRM	SUBCONTRACTOR TO	TRADE/DESCRIPTION OF WORK	TOTAL CONTRACT AMOUNT	AMOUNT PAID THROUGH 07/31/2017
<b>Affirmative Supply Co.</b>	Central Ceiling Systems Inc.	Accoustical Ceiling Tile Supply	\$ 284,000	\$ 153,461
<b>Arrow-Crete Construction LLC</b>	Globe Contractors Inc.	Concrete	\$ 104,987	\$ 104,987
<b>Arteaga Construction Inc.</b>	Veit & Co. Inc.	Crane	\$ 24,080	\$ 24,080
<b>Arteaga Construction Inc.</b>	Langer Roofing & Sheet Metal Inc.	Labor and Materials	\$ 1,440,042	\$ 1,440,042
<b>ASAP Fastening Systems Inc.</b>	Construction Supply & Erection	Supplier of Various Fasteners	\$ 3,418	\$ 3,418
<b>Autumn Trucking Inc.</b>	Globe Contractors Inc.	Fuel	\$ 120,006	\$ 120,006
<b>Autumn Trucking Inc.</b>	Veit & Co. Inc.	Fuel and Oil	\$ 259,371	\$ 259,371
<b>Autumn Trucking Inc.</b>	Veit & Co. Inc.	Fuel and Oil	\$ 192,854	\$ 192,854
<b>B &amp; D Contractors</b>	Klein-Dickert Milwaukee Inc.	Install Mirrors and Glass	\$ 511,765	\$ 443,903
<b>Belonger Corp. Inc.</b>	Gilbane   C.G. Schmidt Inc.	Interior HVAC	\$ 2,631,032	\$ 2,367,929
<b>Best Erectors Inc.</b>	C.G. Schmidt Inc.	Metal Erection	\$ 102,416	\$ 100,706
<b>Best Erectors Inc.</b>	Grunau Co. Inc.	Installation/Erection	\$ 2,625,000	\$ 1,519,049
<b>Best Erectors Inc.</b>	Klein-Dickert Milwaukee Inc.	Metal Erection	\$ 835,670	\$ 719,613
<b>Best Erectors Inc.</b>	Midwest Stairs & Iron Inc.	Miscellaneous Metals	\$ 2,000,000	\$ 1,951,245
<b>BestEd Business</b>	Gilbane   C.G. Schmidt Inc.	Safety Protection	\$ 23,422	\$ 23,422
<b>BestEd Business</b>	Central Ceiling Systems Inc.	Safety Equipment	\$ 603	\$ 603
<b>BMR Design Group Inc.</b>	USA Fire Protection Inc.	Professional Services	\$ 203,309	\$ 203,309
<b>CH Coakley &amp; Co.</b>	Otis Elevator Co.	Offsite Storage and Trucking	\$ 150,000	\$ 152,154
<b>Choice Construction Co. Inc.</b>	C.G. Schmidt Inc.	Welded Wire Fabric Reinforcing	\$ 2,551,554	\$ 2,551,554
<b>Choice Construction Co. Inc.</b>	Ceco Concrete Construction	Rebar Installation	\$ 873,000	\$ 870,374
<b>Choice Construction Co. Inc.</b>	LeJeune Steel Co.	Steel Erection	\$ 7,180,000	\$ 7,180,000
<b>Con-Cor Co. Inc.</b>	C.G. Schmidt Inc.	Concrete Cutting	\$ 1,139	\$ 1,139
<b>Con-Cor Co. Inc.</b>	Staff Electric Co. Inc.	Labor and Material Coring	\$ 10,350	\$ 10,350
<b>Con-Cor Co. Inc.</b>	Globe Contractors Inc.	Sawing	\$ 14,011	\$ 14,011

(CONTINUED ON PAGE 32)



TABLE 4: SBE CONSTRUCTION PROVIDERS (CONTINUED)

SBE FIRM	SUBCONTRACTOR TO	TRADE/DESCRIPTION OF WORK	TOTAL CONTRACT AMOUNT	AMOUNT PAID THROUGH 07/31/2017
<b>Con-Cor Co. Inc.</b>	Veit & Co. Inc.	Saw Cutting	\$ 5,760	\$ 5,760
<b>Con-Cor Co. Inc.</b>	Munson Inc.	Core-Drilling Floor	\$ 5,775	\$ 5,775
<b>Con-Cor Co. Inc.</b>	Veit & Co. Inc.	Concrete Sawing	\$ 222,184	\$ 201,184
<b>Con-Cor Co. Inc.</b>	Novum Structures LLC	Hired Labor	\$ 92,963	\$ 92,963
<b>DAAR Engineering Inc.</b>	LeJeune Steel Co.	Surveying	\$ 25,194	\$ 25,194
<b>DAAR Engineering Inc.</b>	Gilbane   C.G. Schmidt Inc.	Site Survey	\$ 375,028	\$ 375,028
<b>DAAR Engineering Inc.</b>	Construction Supply & Erection	Survey Work	\$ 582,069	\$ 582,069
<b>Dairyland Electric Co. Inc.</b>	Staff Electric Co. Inc.	Electrical	\$ 306,320	\$ 306,320
<b>Dairyland Electric Co. Inc.</b>	Staff Electric Co. Inc.	Switchgear	\$ 2,209	\$ 2,209
<b>Dairyland Electric Co. Inc.</b>	Staff Electric Co. Inc.	Electrical	\$ 16,624	\$ 16,624
<b>Dairyland Electric Co. Inc.</b>	Grunau Co. Inc.	Plumbing Labor/Supplier	\$ 819,206	\$ 739,631
<b>Dairyland Electric Co. Inc.</b>	Johnson Controls Inc.	AHU Shaft Fabrication Offsite	\$ 14,891	\$ 13,402
<b>Dairyland Electric Co. Inc.</b>	Johnson Controls Inc.	Electrical Controls Labor and Material	\$ 1,092,646	\$ 1,089,441
<b>Dairyland Electric Co. Inc.</b>	Pieper Electric Inc.	Install and Furnish Under Floor Wiring System	\$ 2,484,684	\$ 2,344,968
<b>Dairyland Electric Co. Inc.</b>	Staff Electric Co. Inc.	Install and Furnish Fire Alarm and Generator	\$ 3,818,461	\$ 3,767,589
<b>Dairyland Electric Co. Inc.</b>	Staff Electric Co. Inc.	Install and Furnish Tile/Data	\$ 2,222,879	\$ 2,146,349
<b>Dairyland Electric Co. Inc.</b>	Staff Electric Co. Inc.	Install and Furnish Sound Masking	\$ 240,164	\$ 222,193
<b>Duwe Metal Products Inc.</b>	C.G. Schmidt Inc.	Acoustic Screen Wall	\$ 60,304	\$ 60,304
<b>Duwe Metal Products Inc.</b>	Benson Industries Inc.	Shop and Field Labor and Miscellaneous Metals	\$ 8,700,500	\$ 6,443,994
<b>Duwe Metal Products Inc.</b>	Construction Supply & Erection	Provided Labor	\$ 445,190	\$ 445,190
<b>Duwe Metal Products Inc.</b>	Gilbane   C.G. Schmidt Inc.	Interior Miscellaneous Metals	\$ 112,556	\$ 101,300
<b>Duwe Metal Products Inc.</b>	Gilbane   C.G. Schmidt Inc.	Hoist Embed Work	\$ 125,250	\$ 125,250
<b>Duwe Metal Products Inc.</b>	Glenn Rieder Inc.	Furnishing Decorative Metal Items	\$ 11,206	\$ 11,206
<b>EKG Trucking LLC</b>	Globe Contractors Inc.	Trucking and Permits	\$ 470,302	\$ 470,302
<b>Emerald City Tile Inc.</b>	Wisconsin Terrazzo & Tile Inc.	Provide and Coordinate Delivery of Materials	\$ 226,000	\$ 195,285
<b>Equity Supply Group LLC</b>	Boelter LLC	Tray Conveyors for Dishroom	\$ 440,647	\$ 440,647
<b>Equity Supply Group LLC</b>	Thorne Associates Inc.	Framing and Drywall Materials	\$ 2,128,762	\$ 2,128,762

(CONTINUED ON PAGE 33)

TABLE 4: SBE CONSTRUCTION PROVIDERS (CONTINUED)

SBE FIRM	SUBCONTRACTOR TO	TRADE/DESCRIPTION OF WORK	TOTAL CONTRACT AMOUNT	AMOUNT PAID THROUGH 07/31/2017
<b>Equity Supply Group LLC</b>	Sergenian's Floor Coverings	Provide Flooring Material	\$ 801,918	\$ 801,918
<b>Equity Supply Group LLC</b>	Eco Build	Furnish Drainage Mat and Stone	\$ 46,922	\$ 46,922
<b>ER Abernathy Industrial Inc.</b>	Gilbane   C.G. Schmidt Inc.	Safety Protection	\$ 1,286	\$ 1,286
<b>Gibraltar Industries</b>	Gilbane   C.G. Schmidt Inc.	Cleaning Services	\$ 28,397	\$ 28,937
<b>Gordan Solutions LLC</b>	Milwaukee Plate Glass Co.	Labor/Filming	\$ 881,742	\$ 713,373
<b>Greenfire Management Services LLC</b>	Gilbane   C.G. Schmidt Inc.	Project Engineering Services	\$ 339,344	\$ 339,344
<b>Hard Rock Sawing &amp; Drilling Specialists Co.</b>	Veit & Co. Inc.	Concrete Sawing	\$ 17,300	\$ 15,570
<b>Hard Rock Sawing &amp; Drilling Specialists Co.</b>	Veit & Co. Inc.	Concrete Cutting	\$ 9,240	\$ 9,240
<b>Hawk Construction LLC</b>	C.G. Schmidt Inc.	Foundations and Helical Piers	\$ 27,929	\$ 27,929
<b>Hawk Construction LLC</b>	Veit & Co. Inc.	Hydro Excavation	\$ 71,810	\$ 71,810
<b>Hetzel Tile &amp; Marble Inc.</b>	Gilbane   C.G. Schmidt Inc.	Hard Tile/Interior Stone Installation	\$ 4,200,745	\$ 3,724,564
<b>Hetzel-Sanfilippo Inc.</b>	Benson Industries Inc.	Stud Framing	\$ 599,209	\$ 381,580
<b>Hetzel-Sanfilippo Inc.</b>	Central Ceiling Systems Inc.	Acoustic Ceilings 9D	\$ 800,000	\$ 790,450
<b>Hetzel-Sanfilippo Inc.</b>	Gilbane   C.G. Schmidt Inc.	Miscellaneous General Conditions	\$ 74,893	\$ 74,893
<b>Hetzel-Sanfilippo Inc.</b>	Gilbane   C.G. Schmidt Inc.	Mock Up	\$ 477,282	\$ 477,282
<b>Hetzel-Sanfilippo Inc.</b>	Thorne Associates Inc.	Framing and Drywall	\$ 2,700,000	\$ 2,678,429
<b>Hetzel-Sanfilippo Inc.</b>	Langer Roofing & Sheet Metal Inc.	Labor and Materials	\$ 65,000	\$ 65,000
<b>Hetzel-Sanfilippo Inc.</b>	C.G. Schmidt Inc.	Miscellaneous General Conditions	\$ 1,053,638	\$ 669,356
<b>Hiram Power Electric</b>	Staff Electric Co. Inc.	Furnish Electrical Fixtures	\$ 30,602	\$ 30,602
<b>Hiram Power Electric</b>	Staff Electric Co. Inc.	Furnish Medium Voltage	\$ 10,908	\$ 10,908
<b>Hiram Power Electric</b>	Staff Electric Co. Inc.	Furnish Miscellaneous Materials	\$ 154,383	\$ 93,716
<b>House of Stone Inc.</b>	Structures Hardscapes Specialists	Masonry	\$ 299,552	\$ 236,748
<b>House of Stone Inc.</b>	Boelter LLC	Stone Tops	\$ 525,000	\$ 407,250
<b>House of Stone Inc.</b>	Glenn Rieder Inc.	Furnish and Installation of Quartz and Solid Surface	\$ 739,757	\$ 418,698
<b>Hurt Electric Inc.</b>	Staff Electric Co. Inc.	Install and Furnish Distribution and UPS	\$ 5,277,987	\$ 5,065,963
<b>Hurt Electric Inc.</b>	Staff Electric Co. Inc.	Fixtures and Lamps	\$ 2,900,444	\$ 2,900,506
<b>Hurt Electric Inc.</b>	Pieper Electric Inc.	Install and Furnish Lighting Control System	\$ 1,690,073	\$ 1,375,108

(CONTINUED ON PAGE 34)

TABLE 4: SBE CONSTRUCTION PROVIDERS (CONTINUED)

SBE FIRM	SUBCONTRACTOR TO	TRADE/DESCRIPTION OF WORK	TOTAL CONTRACT AMOUNT	AMOUNT PAID THROUGH 07/31/2017
<b>HVA Products Inc.</b>	Grunau Co. Inc.	Fuel Controls	\$ 55,815	\$ 55,815
<b>JCP Construction LLC</b>	Gilbane   C.G. Schmidt Inc.	Foundation Waterproofing	\$ 3,791,832	\$ 3,791,832
<b>JCP Construction LLC</b>	Glenn Rieder Inc.	Onsite Installation Labor	\$ 1,547,220	\$ 1,297,433
<b>JCP Construction LLC</b>	Thorne Associates Inc.	Framing/Drywall/Labor	\$ 3,300,000	\$ 3,219,040
<b>JCP Construction LLC</b>	Boelter LLC	Carpentry/Food Service Equipment	\$ 292,000	\$ 241,490
<b>JCP Construction LLC</b>	USA Fire Protection Inc.	Professional Services	\$ 76,989	\$ 41,064
<b>KMI Construction LLC</b>	C.G. Schmidt Inc.	Masonry	\$ 4,150	\$ 4,150
<b>KMI Construction LLC</b>	Gilbane   C.G. Schmidt Inc.	Masonry	\$ 8,363,809	\$ 7,507,386
<b>Marek Landscaping LLC</b>	Veit & Co. Inc.	Erosion Control	\$ 49,352	\$ 49,352
<b>McDowell Construction Corp.</b>	Globe Contractors Inc.	Asphalt	\$ 98,658	\$ 98,658
<b>McDowell Construction Corp.</b>	Veit & Co. Inc.	Fencing	\$ 77,423	\$ 77,423
<b>McKinley's Corp.</b>	Grunau Co. Inc.	HVAC Demolition	\$ 16,400	\$ 16,400
<b>Metropolitan Services Inc.</b>	Globe Contractors Inc.	Traffic Control	\$ 151,998	\$ 151,998
<b>Milwaukee Metal Products Co.</b>	Benson Industries Inc.	Fabricators of Embeds and Miscellaneous Metals	\$ 361,303	\$ 361,303
<b>Milwaukee Metal Products Co.</b>	Klein-Dickert Milwaukee Inc.	Steel Fabrications	\$ 59,174	\$ 59,174
<b>Milwaukee Metal Products Co.</b>	Terra Engineering & Construction Corp.	Tieback Bearing Plates	\$ 4,692	\$ 4,692
<b>Natural Athletic Turf LLC</b>	Stano Landscaping	Hardscape Restoration	\$ 50,850	\$ 50,850
<b>Nexus Pest Solutions</b>	Gilbane   C.G. Schmidt Inc.	Pest Control	\$ 9,558	\$ 9,558
<b>Nuvo Construction Co. Inc.</b>	C.G. Schmidt Inc.	Concrete	\$ 4,613,076	\$ 4,613,076
<b>Nuvo Construction Co. Inc.</b>	Terra Engineering & Construction Corp.	Bulk Cement	\$ 128,824	\$ 128,824
<b>P.L. Freeman Co.</b>	Grunau Co. Inc.	HVAC and Plumbing Labor/Supplier	\$ 6,186,759	\$ 6,185,514
<b>P.L. Freeman Co.</b>	Terra Engineering & Construction Corp.	Wales	\$ 104,848	\$ 104,848
<b>P.L. Freeman Co.</b>	Langer Roofing & Sheet Metal Inc.	Roofing	\$ 159,685	\$ 159,685
<b>Pinnacle Workspace Solutions</b>	Krueger International Inc.	Installation	\$ 513,625	\$ 513,625
<b>Price and Sons Inc.</b>	USA Fire Protection Inc.	Material Supplier	\$ 768,723	\$ 768,723
<b>Price and Sons Inc.</b>	Staff Electric Co. Inc.	Miscellaneous Supplier	\$ 2,421,091	\$ 2,401,831
<b>Rams Contracting Ltd.</b>	Veit & Co. Inc.	Trucking	\$ 12,513	\$ 12,513

(CONTINUED ON PAGE 35)

TABLE 4: SBE CONSTRUCTION PROVIDERS (CONTINUED)

SBE FIRM	SUBCONTRACTOR TO	TRADE/DESCRIPTION OF WORK	TOTAL CONTRACT AMOUNT	AMOUNT PAID THROUGH 07/31/2017
<b>Rams Contracting Ltd.</b>	Eco Build	Furnish and Install ST-1 Soil	\$ 381,049	\$ 85,910
<b>Rockwell Mechanical LLC</b>	J.F. Ahern Co.	Chiller Procurement/Installation	\$ 418,380	\$ 418,380
<b>Rockwell Mechanical LLC</b>	Grunau Co. Inc.	HVAC Labor/Supplier	\$ 4,865,885	\$ 4,336,700
<b>Security Officer Services Inc.</b>	Gilbane   C.G. Schmidt Inc.	Site Security	\$ 446,769	\$ 446,769
<b>Security Officer Services Inc.</b>	Benson Industries Inc.	Site Security	\$ 400,000	\$ 378,455
<b>Sonag Ready Mix LLC</b>	C.G. Schmidt Inc.	CIP Concrete	\$ 20,846	\$ 20,846
<b>Sonag Ready Mix LLC</b>	Ceco Concrete Construction	Concrete Material	\$ 1,085,618	\$ 1,085,618
<b>Sonag Ready Mix LLC</b>	Common Links Construction	Metal Framing, Drywall and Taping	\$ 1,067,140	\$ 1,067,140
<b>Spann &amp; Associates LLC</b>	Gilbane   C.G. Schmidt Inc.	Project Engineering Services	\$ 360,877	\$ 360,877
<b>Superior Equipment &amp; Supply Co.</b>	Gilbane   C.G. Schmidt Inc.	Ice Maker Supply	\$ 130,303	\$ 121,031
<b>Thomas A. Mason Co. Inc.</b>	Central Ceiling Systems Inc.	Acoustic Ceilings 9D	\$ 7,387	\$ 7,387
<b>Thomas A. Mason Co. Inc.</b>	G3 Technologies Inc.	Floor Installation	\$ 1,485,933	\$ 1,337,340
<b>Thomas A. Mason Co. Inc.</b>	Gilbane   C.G. Schmidt Inc.	Soft Flooring	\$ 2,114,570	\$ 1,830,441
<b>Thomas A. Mason Co. Inc.</b>	All-Tech Decorating Co.	Painting	\$ 805,040	\$ 805,040
<b>Thomas A. Mason Co. Inc.</b>	All-Tech Decorating Co.	Painting	\$ 197,781	\$ 197,781
<b>Thomas A. Mason Co. Inc.</b>	All-Tech Decorating Co.	Painting	\$ 275,942	\$ 233,427
<b>Thomas A. Mason Co. Inc.</b>	Poblocki Sign Co.	Interior Signage Installation	\$ 2,981	\$ 426
<b>Thomas A. Mason Co. Inc.</b>	Poblocki Sign Co.	Interior Signage Installation	\$ 2,555	\$ 2,555
<b>Thomas A. Mason Co. Inc.</b>	Thorne Associates Inc.	Taping Labor	\$ 3,010,000	\$ 3,007,072
<b>Tremmel-Anderson Trucking LLC</b>	New Berlin Grading Inc.	Earthwork	\$ 6,025	\$ 6,025
<b>Tremmel-Anderson Trucking LLC</b>	Veit & Co. Inc.	Trucking	\$ 275,632	\$ 275,632
<b>Valente Transport Inc.</b>	Veit & Co. Inc.	Trucking/Disposal	\$ 828,802	\$ 828,802
<b>Valente Transport Inc.</b>	Veit & Co. Inc.	Trucking	\$ 760,581	\$ 760,581
<b>Vizcaino's Trucking LLC</b>	Globe Contractors Inc.	Trucking	\$ 127,324	\$ 127,324
<b>Vizcaino's Trucking LLC</b>	Veit & Co. Inc.	Trucking	\$ 20,164	\$ 20,164
<b>Vizcaino's Trucking LLC</b>	Veit & Co. Inc.	Trucking	\$ 267,734	\$ 267,734
<b>White Glove Environmental</b>	Gilbane   C.G. Schmidt Inc.	Cleaning Services	\$ 9,800	\$ 9,800
<b>ZS LLC</b>	Gilbane   C.G. Schmidt Inc.	Engineering Services	\$ 50,240	\$ 50,240
<b>ZS LLC</b>	Novum Structures LLC	Laser Scanning Services	\$ 5,470	\$ 5,470
<b>TOTAL SBE CONSTRUCTION PROVIDER PARTICIPATION</b>			<b>\$ 123,666,355</b>	<b>\$ 114,245,118</b>
<b>% OF APPLICABLE CONSTRUCTION CONTRACT VALUE AWARDED</b>			<b>31.4%</b>	
<b>% OF APPLICABLE CONSTRUCTION PAYMENTS MADE</b>				<b>31.9%</b>
<b>TOTAL ADJUSTED CONSTRUCTION PROVIDER PARTICIPATION</b>			<b>\$ 393,485,969</b>	<b>\$ 358,393,092</b>

## SECTION 5

# RESIDENTS PREFERENCE PROGRAM

**RPP GOAL EXCEEDED BY 3.5 PERCENT**

We are committed to improving the lives of families in Southeastern Wisconsin.

# Residents Preference Program Participation

The City of Milwaukee Residents Preference Program connects unemployed or underemployed residents with good-paying jobs. Northwestern Mutual has committed to improving the lives of families in southeastern

Wisconsin through its employee volunteer efforts and Northwestern Mutual Foundation giving. Our participation in RPP was just another example of our leadership in strengthening our hometown community.

TABLE 5: RPP PARTICIPATION LEVEL

Start of Project through Final Completion or July 31, 2017

TOTAL CONSTRUCTION HOURS		1,829,532	
	GOAL	ACTUAL	STATUS
RPP Participation Percentage	40.0%	43.5%	+3.5
RPP Construction Hours	731,813	795,882	+64,069



## CONTRACT HOURS WORKED

RPP construction hours worked represent 43.5% of all construction hours through final completion or July 31, 2017.

RPP participation is 64,069 hours ahead of goal.

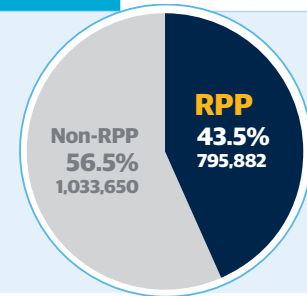


TABLE 6: RPP PARTICIPATION - EXCLUDING NON-WISCONSIN RESIDENTS

Start of Project through Final Completion or July 31, 2017

TOTAL CONSTRUCTION HOURS WORKED	1,829,532
Less Hours Worked by Non-Wisconsin Residents	(165,819)
Construction Hours Worked by Wisconsin Residents Only	1,663,713
RPP Construction Hours	795,882
RPP Participation Percentage (excluding non-Wisconsin residents)	47.8%

If the number of non-Wisconsin resident hours is subtracted from the total number of hours worked, RPP participation increases to 47.8 percent. While we are reporting 43.5 percent participation, **47.8 percent** aligns with the City's requirement.

Milwaukee Code of Ordinances (MCO) Section 355-7(1)(a) notes that for the purpose of calculating RPP participation "... 'worker hours'... excludes the number of hours of work performed by all non-Wisconsin residents."

Numerical data presented in separate tables may differ slightly due to rounding.



## Milwaukeeans Building Milwaukee – The RPP Story

Northwestern Mutual's agreement with the City of Milwaukee to hire unemployed and underemployed Milwaukeeans through the Residents Preference Program (RPP) wasn't just about meeting and exceeding the 40 percent of construction hours goal. It was about creating sustainable employment, helping local residents gain the skills and experience to take with them to other jobs after The Tower and Commons was completed, and helping them succeed in life beyond a single project.

Many of the workers who helped build The Tower and Commons are now on other projects, including (among others) the Milwaukee Bucks arena project, the Bucks' recently completed training center, a new home on Historic King Drive for Bader Philanthropies, Milwaukee's streetcar project, a bridge project in Wauwatosa, and Northwestern Mutual's new multiuse development, 7Seventy7.

### Resurrecting an industry

During the Great Recession that stalled construction across the country, companies weren't hiring apprentices, and journeyworkers were laid off indefinitely. For people who were trying to get into the industry, opportunities didn't exist. A few years ago in Milwaukee, the Northwestern Mutual Tower and Commons project began a paradigm shift.

"The Northwestern Mutual project re-catalyzed the entire industry post-major construction recession," said **Mark Kessenich**, president and CEO of WRTP/BIG STEP. "It was the catalyst of the new downtown construction resurgence and has created a pathway for a lot of people to get back to work or to start in the industry, to build their careers."

WRTP/BIG STEP is a training, tutoring and mentoring program and a clearinghouse for workers to get their RPP certification. The organization was instrumental in finding and training the workforce that built The Tower and Commons. In partnership with Northwestern Mutual and the general contractor team of Gilbane | C.G. Schmidt, the group hosted "town halls" in aldermanic districts, placed people in programs that led to needed certifications, and connected them to trade unions and contractors. Kessenich estimates 98 percent of the nearly 800 RPP-certified workers on the project came through WRTP/BIG STEP's doors, increasing demand for services that tripled WRTP/BIG STEP's scale of work.

The project created opportunities for both new people who wanted apprenticeships and for people WRTP/BIG STEP had worked with over the years. While there are hundreds of examples of success, here a few.

## Taking a giant step

**Brittley Richards** and **Glenn Thompson Jr.** are both electrical apprentices who worked on The Tower and Commons as employees of Hurt Electric LLC and came through WRTP/BIG STEP for their RPP certification.



Brittley Richards

Richards had three children to support and was seeking a career with a family-sustaining wage. Thompson had custody of his two daughters and was looking for work that would enable him to pay for daycare. Both found a pathway to success on Northwestern Mutual's project and are continuing to work toward their ultimate goal, now on the Milwaukee Bucks arena project.

**Henry Hurt**, Hurt Electric's owner, says he remembers what it was like to be unsure about the future. He also came through WRTP/BIG STEP in the late 1970s and now sits on their board of directors.

"They gave me choices," he said, "And back then, nobody was giving us choices."

Hurt says WRTP/BIG STEP is proof that if you give people enough information and teach them how to dream, they can figure out where they want to be and succeed. "Because it's somewhere they wanted to be, rather than someplace somebody pushed them to go. So for me, seeing the Glenn Thompsons and Brittley Richardses that are trying to be as successful as they can be is really a good thing. And I'm always willing to try to help people succeed."

## Moving on, moving up

**Loren Johnson** is another one of the hundreds who came through WRTP/BIG STEP and underwent placement testing, training and tutoring. Johnson came to Milwaukee from Chicago, where he previously had a small remodeling business,

and after obtaining multiple certifications through WRTP/BIG STEP, was hired by Benson Industries as a supervisor in the curtainwall plant. His performance there led him to a job as assistant production manager for Benson at their plant in Lebanon, Pa. He's now managing a team of 160 workers who are assembling curtainwall for two high-rises in New York state.

"If it wasn't for WRTP/BIG STEP, I wouldn't be here," he said. "I signed up at a program they held in a park, and they called me and asked if I would come to school one day a week, be on time every day and never miss a class. I said yes, and it worked out well."

Of all the courses he took at WRTP/BIG STEP, the one Johnson credits with helping him most was a health and marriage class.



Loren Johnson

"It helped me to learn how to deal with people, how to relate to people when things get tough. It taught me to deal with different people's attitudes, about not getting upset and how to control my temper." These skills have been invaluable to him in the management position he now holds with Benson.

## Safety first

Other RPP-certified workers who have advanced include **Mike Wolfe**, a journeyman ironworker who now is the union steward for Duwe Metal Products at the Bucks arena construction site. When construction work dried up in the Midwest during the Great Recession, Wolfe





Mike Wolfe

moved to Canada to find work so he could feed his family. He came back to Milwaukee when the economy perked up and went to work in the field for Duwe Metals on the Tower and Commons project.

"I sent up a lot of the glass that's on the building, bringing it up from the ground and sending it up with the tower crane to the crew that was up there to install it," he said. On the Bucks arena, Wolfe engages in a variety of tasks. "I do more of the structural here, like welding, installing, a variety of things. Whatever they ask me to do, I do, he said.

**Jeannie Lauret**, owner and president of Duwe Metals, says he's being modest. "He's the lead man that coordinates with our field superintendent in the office," she said. "He's our main contact on this job now."

One of Wolfe's responsibilities as union steward is to ensure safety standards and regulations are being followed. He's seen a lot of changes since he started working construction 11 years ago.

"You could feel rushed if things fell a little behind because they just wanted it done, and that has all changed. Safety is number one," Wolfe said. "It's got to be right and it's got to be safe overall, and that's definitely something I've seen on these two projects. Do it right, take your time; if you've got a problem, stop and find out what you can do to make sure it's done safely. If we needed more time, we were given more time. And that makes things a lot better."

## Taking chances – and getting one

**Todd Molgaard's** story is one of second chances, and Jeannie Lauret is the person who gave him one.

"The thing that impressed me about him was that he had skills – ironworker skills. He had worked in the industry before, but he had made some mistakes." She wanted to help him get back on his feet.

Living in the upper peninsula of Michigan, Molgaard found himself unemployed for about 12 months. Divorced, and with five kids to support, the future wasn't looking very bright. "It was a tough one. There was no unemployment check coming in, so it was pretty bleak," he said.

Molgaard moved back to his home state of Wisconsin, and someone suggested he go to WRTP/BIG STEP. There, he learned laborers were needed to help assemble the curtainwall. He interviewed with Lauret, who gave him a job in the shop assembling curtainwall.

"It was late in the project, but I wanted to give him some work experience so when jobs in the field came up, he'd have something to show," she said. "I knew the Bucks project was coming up and that he would do well in the field as an ironworker."



Todd Molgaard

The Ironworkers Local 8 gave Molgaard a hand as well, and he's quick to give the union credit. "They really helped me out with getting onto the Bucks project," he said. "I had trouble with the heights at first, but I'm really proud to say that I put the last sheet of metal on the roof last week before I moved on to another job."

Molgaard is now working for Chilstrom Erecting Corp. on a bridge project in Wauwatosa. He has remarried and is grateful to have his life back on track because of the second chance he was given building Northwestern Mutual's curtainwall.

TABLE 7: RPP PARTICIPATION BY CONTRACTOR

CONTRACTOR	TRADE	ONSITE CONSTRUCTION HOURS THROUGH 07/31/2017			
		Projected RPP%	Total Hours	RPP Hours	RPP%
<b>All-Tech Decorating Co.</b>	Painting	40.0%	10,512.5	0.0	0.0%
<b>APW</b>	Acoustic Screen Wall	40.0%	387.8	169.8	43.8%
<b>Arrow-Crete Construction LLC</b>	Concrete	66.7%	513.8	249.5	48.6%
<b>Arteaga Construction Inc.</b>	Crane Rental	0.0%	8.0	8.0	100.0%
<b>Arteaga Construction Inc.</b>	Crane Rental	0.0%	5,562.5	3,429.5	61.7%
<b>B&amp;D Contractors Inc.</b>	Glazing	0.0%	2,126.8	1,304.3	61.3%
<b>Belonger Corp.</b>	Interior HVAC	0.0%	9,529.0	5,288.5	55.5%
<b>Best Erectors Inc.</b>	Ironwork	0.0%	17,199.6	8,517.5	49.5%
<b>Best Erectors Inc.</b>	Miscellaneous Metals	0.0%	16,301.0	7,778.8	47.7%
<b>Best Erectors Inc.</b>	Ironwork	0.0%	2,197.5	1,028.5	46.8%
<b>Black Sand Trucking</b>	Trucking	0.0%	36.5	0.0	0.0%
<b>Bohmann &amp; Vick Inc.</b>	Plumbing	39.3%	3,485.0	970.5	27.8%
<b>Brand Energy Services</b>	Specialty Services	0.0%	4,304.0	1,489.0	34.6%
<b>Budnik &amp; Sons Inc.</b>	Trucking	0.0%	318.8	0.0	0.0%
<b>C. LaShell Trucking</b>	Trucking	0.0%	23.8	0.0	0.0%
<b>C. LaShell Trucking</b>	Trucking	0.0%	29.0	0.0	0.0%
<b>C.G. Schmidt Inc.</b>	General Contractors/Demo	20.0%	1,048.0	471.5	45.0%
<b>C.G. Schmidt Inc.</b>	Site Concrete	40.0%	100,437.5	49,933.5	49.7%
<b>C.G. Schmidt Inc.</b>	Carpentry	40.0%	19,950.5	8,158.5	40.9%
<b>Ceco Concrete Construction LLC</b>	Concrete Area D Core	40.0%	34,465.0	5,934.0	17.2%
<b>Central Ceilings Systems Inc.</b>	Tile Setter	40.0%	18,680.5	7,145.5	38.3%
<b>Central Ceilings Systems Inc.</b>	Tile Setter	0.0%	497.5	107.5	21.6%
<b>Central Ceilings Systems Inc.</b>	Tile Setter	0.0%	44.5	0.0	0.0%
<b>Chenery Brothers Inc.</b>	Waterproofing	0.0%	69.0	0.0	0.0%
<b>Chilstrom Erecting Corp.</b>	CIP Concrete	0.0%	61.0	61.0	100.0%
<b>Chilstrom Erecting Corp.</b>	Erecting	0.0%	44.0	16.0	36.4%
<b>Choice Construction Co. Inc.</b>	Rebar Installation	40.0%	16,850.0	7,038.0	41.8%
<b>Choice Construction Co. Inc.</b>	Steel Erection	42.0%	27,228.3	5,582.3	20.5%
<b>Choice Construction Co. Inc.</b>	Welded Wire Fabric Reinforcing	40.0%	31,301.0	12,641.5	40.4%
<b>Choice Construction Co. Inc.</b>	Site Work	0.0%	310.5	124.0	39.9%
<b>Clean Cut Tree Service Inc.</b>	Landscaping	0.0%	64.0	0.0	0.0%
<b>Cleveland Marble Co.</b>	Stone Installation	40.0%	17,974.0	3,782.0	21.0%
<b>Common Links Construction LLC</b>	Stud and Drywall	0.0%	14,079.5	8,807.0	62.6%
<b>Con-Cor Co. Inc.</b>	Sawing	0.0%	23.3	0.0	0.0%
<b>Con-Cor Co. Inc.</b>	Concrete Coring	0.0%	248.3	0.0	0.0%
<b>Con-Cor Co. Inc.</b>	Sawing	50.0%	43.8	27.3	62.3%
<b>Con-Cor Co. Inc.</b>	Labor and Material Coring	0.0%	71.5	0.0	0.0%

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TABLE 7: RPP PARTICIPATION BY CONTRACTOR (CONTINUED)

CONTRACTOR	TRADE	ONSITE CONSTRUCTION HOURS THROUGH 07/31/2017			
		Projected RPP%	Total Hours	RPP Hours	RPP%
<b>Construction Supply &amp; Erection</b>	Steel Erection	38.8%	71,291.8	20,382.8	28.6%
<b>Dairyland Electric Co. Inc.</b>	Electrical	100.0%	233.0	233.0	100.0%
<b>Dairyland Electric Co. Inc.</b>	Electrical	0.0%	464.0	464.0	100.0%
<b>Dairyland Electric Co. Inc.</b>	Electrical	0.0%	4,978.8	2,852.3	57.3%
<b>Dairyland Electric Co. Inc.</b>	Electrical	0.0%	16,155.8	14,164.5	87.7%
<b>Dairyland Electric Co. Inc.</b>	Telecom	0.0%	7,461.0	5,968.0	80.0%
<b>Dairyland Electric Co. Inc.</b>	Electrical	0.0%	15,094.0	10,994.0	72.8%
<b>Dairyland Electric Co. Inc.</b>	Electrical	0.0%	2,204.5	2,204.5	100.0%
<b>Daniels Inc.</b>	Trucking	0.0%	7.3	0.0	0.0%
<b>Dnesco Electric Inc.</b>	Electrical	0.0%	110.0	0.0	0.0%
<b>Doral Corp.</b>	Industrial Fabrication, Machinery Moving and Rigging	0.0%	664.5	154.5	23.3%
<b>Duwe Metal Products Inc.</b>	Acoustic Screen Wall	0.0%	16.0	0.0	0.0%
<b>Duwe Metal Products Inc.</b>	Mock Up	0.0%	47.5	0.0	0.0%
<b>Duwe Metal Products Inc.</b>	Site Installation Labor	0.0%	63,581.8	28,000.3	44.0%
<b>Eco-Building &amp; Forestry LLC</b>	Landscaping	0.0%	3,903.5	1,384.7	35.5%
<b>EKG Trucking LLC</b>	Trucking and Permits	70.0%	1,807.5	1,807.5	100.0%
<b>Elite Enviornmental Service</b>	Tank Cleaning	0.0%	12.3	0.0	0.0%
<b>Faust Co. Inc.</b>	Utility Disconnects	0.0%	118.0	36.0	30.5%
<b>Flores Contracting</b>	Erosion Control	0.0%	10.0	0.0	0.0%
<b>Gilbane   C.G. Schmidt Inc.</b>	General Contractors	40.2%	72,116.0	26,812.0	37.2%
<b>Globe Contractors Inc.</b>	General Contractors	15.0%	4,997.5	1,672.0	33.5%
<b>Gordon Solutions LLC</b>	Window Installation	0.0%	3,707.5	770.5	20.8%
<b>Gorman &amp; Son Inc.</b>	Trucking	0.0%	100.0	0.0	0.0%
<b>Greg Rouse Trucking</b>	Trucking	0.0%	528.8	409.3	77.4%
<b>Greg Rouse Trucking</b>	Trucking	0.0%	443.8	379.3	85.5%
<b>GRO Horticultural Enterprises</b>	Landscaping	0.0%	182.3	0.0	0.0%
<b>Grunau Co. Inc.</b>	Plumbing	40.0%	157,835.5	63,298.5	40.1%
<b>Grunau Co. Inc.</b>	Plumbing	40.0%	117.0	0.0	0.0%
<b>G3 Technologies Inc.</b>	Custom Solutions	0.0%	4,486.0	0.0	0.0%
<b>H &amp; M Stainless</b>	Uncrate, Set in Place Kitchen Equipment	0.0%	3,008.5	995.5	33.1%
<b>Hard Rock Sawing &amp; Drilling Specialists Co.</b>	Concrete/Asphalt/Masonry	0.0%	28.0	0.0	0.0%
<b>Hawk Construction LLC</b>	Foundations and Helical Piers	0.0%	161.8	0.0	0.0%
<b>Hetzel Tile &amp; Marble Inc.</b>	Hard Tile/Interior Stone Installation	0.0%	21,447.8	4,998.0	23.3%
<b>Hetzel Tile &amp; Marble Inc.</b>	Tile Setter	0.0%	122.0	0.0	0.0%
<b>Hetzel-Sanfilippo Inc.</b>	Framing and Drywall	48.3%	28,421.3	9,653.5	34.0%
<b>Hetzel-Sanfilippo Inc.</b>	Miscellaneous General Conditions	33.3%	641.0	203.5	31.7%

(CONTINUED ON PAGE 43)

TABLE 7: RPP PARTICIPATION BY CONTRACTOR (CONTINUED)

CONTRACTOR	TRADE	ONSITE CONSTRUCTION HOURS THROUGH 07/31/2017			
		Projected RPP%	Total Hours	RPP Hours	RPP%
<b>Hetzel-Sanfilippo Inc.</b>	Mock Up	42.6%	1,000.5	470.5	47.0%
<b>Hetzel-Sanfilippo Inc.</b>	Stud Framing	40.0%	3,168.0	1,657.5	52.3%
<b>Hetzel-Sanfilippo Inc.</b>	Miscellaneous General Conditions	0.0%	4,335.0	2,260.5	52.1%
<b>Hetzel-Sanfilippo Inc.</b>	Acoustical Ceilings 9D	0.0%	1,222.5	522.5	42.7%
<b>Hetzel-Sanfilippo Inc.</b>	Miscellaneous General Conditions	0.0%	499.0	7.0	1.4%
<b>High Voltage Maintenance</b>	Electrical	0.0%	73.5	0.0	0.0%
<b>HLP Systems Inc.</b>	Lightning Protection Installation	0.0%	57.0	0.0	0.0%
<b>HLP Systems Inc.</b>	Lightning Protection Installation	0.0%	145.0	0.0	0.0%
<b>House of Stone Inc.</b>	Bricklaying	0.0%	3,019.5	702.0	23.2%
<b>House of Stone Inc.</b>	Bricklaying	0.0%	3,020.5	782.5	25.9%
<b>Hurt Electric Inc.</b>	Electrical	0.0%	20,009.5	8,483.8	42.4%
<b>Hurt Electric Inc.</b>	Electrical	0.0%	2,216.0	0.0	0.0%
<b>Installations Specialists Inc.</b>	Carpentry	0.0%	7,273.5	539.0	7.4%
<b>Institutional Equipment Inc.</b>	Woodwork	0.0%	220.5	0.0	0.0%
<b>Insulation Industries Inc.</b>	HVAC Labor/Material	0.0%	33,306.0	14,295.5	42.9%
<b>Integrity Environmental</b>	Asbestos Abatement	80.9%	2,544.5	2,397.5	94.2%
<b>J &amp; J Contracting LLC</b>	Waste Removal	40.0%	683.0	451.0	66.0%
<b>J.F. Ahern Co.</b>	Mechanical/Plumbing	40.9%	2,614.7	722.5	27.6%
<b>J.T. Farina Enterprises LLC</b>	Trucking	0.0%	733.3	395.5	53.9%
<b>J.T. Farina Enterprises LLC</b>	Trucking	0.0%	666.0	402.5	60.4%
<b>JCP Construction LLC</b>	Foundation Waterproofing	42.1%	4,298.0	4,178.8	97.2%
<b>JCP Construction LLC</b>	Carpentry	0.0%	35,580.5	17,393.0	48.9%
<b>JCP Construction LLC</b>	Kitchen Equipment Install	0.0%	2,548.5	1,610.0	63.2%
<b>JCP Construction LLC</b>	Millwork	0.0%	28,571.8	5,061.0	17.7%
<b>JCP Construction LLC</b>	Fire Protection	0.0%	409.3	401.3	98.0%
<b>J.P. Phillips Inc.</b>	Plastering	0.0%	8,558.5	0.0	0.0%
<b>Kay &amp; Sons LLC</b>	Carpentry	40.0%	22.0	0.0	0.0%
<b>Klein-Dickert Milwaukee Inc.</b>	Glass	0.0%	10,515.0	3,872.8	36.8%
<b>KMI Construction LLC</b>	Masonry	40.0%	27,819.5	11,276.0	40.5%
<b>KMI Construction LLC</b>	Masonry	40.0%	52.0	0.0	0.0%
<b>Landscape Structures Inc.</b>	General Laborer	0.0%	353.0	0.0	0.0%
<b>Langer Roofing &amp; Sheet Metal Inc.</b>	Roofing	40.0%	21,021.0	4,132.3	19.7%
<b>M. Peters Trucking Inc.</b>	Trucking	0.0%	162.5	0.0	0.0%
<b>Marek Landscaping LLC</b>	Erosion Control	44.6%	22.5	0.0	0.0%
<b>Marshall Erecting Inc.</b>	Electrical	0.0%	71.0	19.5	27.5%
<b>Marshall Erecting Inc.</b>	Millwright	0.0%	3,841.3	0.0	0.0%

(CONTINUED ON PAGE 44)

TABLE 7: RPP PARTICIPATION BY CONTRACTOR (CONTINUED)

CONTRACTOR	TRADE	ONSITE CONSTRUCTION HOURS THROUGH 07/31/2017			
		Projected RPP%	Total Hours	RPP Hours	RPP%
<b>McDowell Construction Corp.</b>	Asphalt	66.7%	370.0	260.0	70.3%
<b>McDowell Construction Corp.</b>	Fencing	0.0%	196.0	177.0	90.3%
<b>McKinley's Corp.</b>	HVAC Demolition	0.0%	222.0	171.0	77.0%
<b>Midwest Drilled Foundations &amp; Engineering Inc.</b>	Helical Piers	50.0%	242.0	118.5	49.0%
<b>Milwaukee Plate Glass Co.</b>	Commercial and Residential Glass Products	0.0%	1,951.8	0.0	0.0%
<b>Mittelstadt LLC</b>	Trucking	0.0%	13.5	0.0	0.0%
<b>Morrow Equipment Company</b>	Millwright	0.0%	395.3	0.0	0.0%
<b>Munson Inc.</b>	Fencing	40.2%	1,811.0	103.5	5.7%
<b>Munson Inc.</b>	Fencing	40.0%	69.0	0.0	0.0%
<b>Natural Athletic Turf LLC</b>	Hardscape Restoration	45.6%	438.3	94.3	21.5%
<b>New Berlin Grading Inc.</b>	Excavating	50.0%	181.5	89.5	49.3%
<b>Northway Fencing Inc.</b>	Fencing	0.0%	24.0	16.0	66.7%
<b>Pieper Electric</b>	Electrical	0.0%	25,408.0	8,744.5	34.4%
<b>Pinnacle Workspace Solutions</b>	Carpentry	0.0%	3,933.5	3,816.0	97.0%
<b>P. J. Trucking Inc.</b>	Trucking	0.0%	8.3	0.0	0.0%
<b>P.L. Freeman Co.</b>	HVAC Labor/Material	0.0%	10,176.3	4,788.8	47.1%
<b>P.L. Freeman Co.</b>	HVAC Labor/Material	0.0%	2,379.0	2,379.0	100.0%
<b>Platt Construction</b>	Site Concrete	0.0%	6,308.0	2,211.0	35.1%
<b>Poblocki Sign Co.</b>	Signage	0.0%	1,503.8	0.0	0.0%
<b>Precise Excavating LLC</b>	Excavating	0.0%	110.0	0.0	0.0%
<b>Rams Contracting Ltd.</b>	Trucking	0.0%	172.8	126.3	73.1%
<b>Rams Contracting Ltd.</b>	Trucking	0.0%	132.3	5.3	4.0%
<b>Rams Contracting Ltd.</b>	Trucking	0.0%	278.5	176.3	63.3
<b>Renegade Trucking LLC</b>	Trucking	0.0%	489.8	489.8	100.0%
<b>Renegade Trucking LLC</b>	Trucking	0.0%	528.0	484.8	91.8%
<b>Reynolds Rigging &amp; Crane Service Inc.</b>	Crane Rental	0.0%	1,808.9	0.0	0.0%
<b>Reynolds Rigging &amp; Crane Service Inc.</b>	Millwright	0.0%	577.0	0.0	0.0%
<b>Reynolds Rigging &amp; Crane Service Inc.</b>	Crane Rental	0.0%	936.5	0.0	0.0%
<b>Reynolds Rigging &amp; Crane Service Inc.</b>	Crane Rental	0.0%	30.8	0.0	0.0%
<b>Reynolds Rigging &amp; Crane Service Inc.</b>	Crane Rental	0.0%	145.0	0.0	0.0%
<b>Rockwell Mechanical LLC</b>	HVAC Supplier/Labor	0.0%	5,263.0	4,954.5	94.1%
<b>Rockwell Mechanical LLC</b>	Chiller Procurement/Installation	0.0%	119.0	119.0	100.0%
<b>Sergenian's Floor Coverings Inc.</b>	Floor Covering	0.0%	10,083.5	2,003.5	19.9%
<b>S.J. Stanley Trucking Inc.</b>	Trucking	0.0%	317.5	18.5	5.8%

(CONTINUED ON PAGE 45)

TABLE 7: RPP PARTICIPATION BY CONTRACTOR (CONTINUED)

CONTRACTOR	TRADE	ONSITE CONSTRUCTION HOURS THROUGH 07/31/2017			
		Projected RPP%	Total Hours	RPP Hours	RPP%
<b>SJS Erecting Inc.</b>	Installation of Operable Partitions	0.0%	188.5	0.0	0.0%
<b>Schlarb Contractors</b>	Trucking	0.0%	2,021.3	530.3	26.2%
<b>Schlarb Contractors</b>	Trucking	0.0%	4,306.5	1,239.8	28.8%
<b>Security Officer Services Inc.</b>	Site Security	40.0%	25,528.3	23,454.3	91.9%
<b>Smithsonian Materials</b>	Trucking	0.0%	14.0	14.0	100.0%
<b>Smithsonian Materials</b>	Trucking	0.0%	80.8	80.8	100.0%
<b>Sonag Ready Mix LLC</b>	Concrete Supplier	0.0%	8,464.5	4,219.0	49.8%
<b>Specialty Finishes Inc.</b>	Millwork	0.0%	4,414.5	0.0	0.0%
<b>Staff Electric Co. Inc.</b>	Electrical	40.8%	5,038.5	2,072.0	41.1%
<b>Staff Electric Co. Inc.</b>	Electrical	70.5%	727.0	331.5	45.6%
<b>Staff Electric Co. Inc.</b>	Electrical	50.0%	68.5	68.5	100.0%
<b>Staff Electric Co. Inc.</b>	Electrical	50.0%	187,043.8	89,522.8	47.9%
<b>Staff Electric Co. Inc.</b>	Electrical	0.0%	8,819.3	8,076.8	91.6%
<b>Stano Landscaping</b>	Hardscape Restoration	0.0%	20.3	0.0	0.0%
<b>State Painting Co.</b>	Painting	0.0%	160.0	0.0	0.0%
<b>Still Trucking</b>	Trucking	0.0%	90.3	0.0	0.0%
<b>Structures Hardscapes Specialists Inc.</b>	Landscaping	0.0%	2,741.5	517.5	18.9%
<b>Superl Inc.</b>	Insulation/Firestopping	0.0%	1,711.5	0.0	0.0%
<b>T &amp; T Tree Services LLC</b>	Landscaping	0.0%	45.0	0.0	0.0%
<b>Terra Engineering &amp; Construction Corp.</b>	Sheeting	0.0%	14,503.0	2,159.0	14.9%
<b>Thomas A. Mason Co. Inc.</b>	Taping	0.0%	22.5	8.0	35.6%
<b>Thomas A. Mason Co. Inc.</b>	Painting	0.0%	13,903.5	12,690.0	91.3%
<b>Thomas A. Mason Co. Inc.</b>	Taping	0.0%	31,692.0	18,547.5	58.5%
<b>Thomas A. Mason Co. Inc.</b>	Taping	0.0%	8,238.5	2,762.0	33.5%
<b>Thomas A. Mason Co. Inc.</b>	Taping	0.0%	14,164.0	10,080.5	71.2%
<b>Thomas A. Mason Co. Inc.</b>	Taping	0.0%	61.5	61.5	100.0%
<b>Thomas A. Mason Co. Inc.</b>	Taping	0.0%	39.5	5.5	13.9%
<b>Thorne Associates Inc.</b>	Drywall	29.6%	58,027.0	0.0	0.0%
<b>Titan Building Co.</b>	Carpentry	0.0%	551.0	130.5	23.7%
<b>Tom's Truck Service</b>	Trucking	0.0%	306.3	306.3	100.0%
<b>Tom's Truck Service</b>	Trucking	0.0%	205.5	205.5	100.0%
<b>Treescapes Inc.</b>	Landscaping	0.0%	8.8	0.0	0.0%
<b>Tremmel-Anderson Trucking LLC</b>	Trucking	0.0%	2,044.3	799.8	39.1%
<b>Tri Star Mechanical</b>	HVAC	0.0%	3,787.8	753.5	19.9%
<b>Triada Employment Services LLC</b>	Assembly Work	0.0%	120,064.8	102,828.8	85.6%
<b>United Steel Works Inc.</b>	Specialty Glazing in the Atrium	0.0%	27,900.5	9,565.0	34.3%

(CONTINUED ON PAGE 46)

TABLE 7: RPP PARTICIPATION BY CONTRACTOR (CONTINUED)

CONTRACTOR	TRADE	ONSITE CONSTRUCTION HOURS THROUGH 07/31/2017			
		Projected RPP%	Total Hours	RPP Hours	RPP%
<b>USA Fire Protection Inc.</b>	Fire Protection	40.0%	19,330.4	7,517.9	38.9%
<b>Valente Transport Inc.</b>	Trucking	42.4%	466.8	154.5	33.1%
<b>Valente Transport Inc.</b>	Trucking/Disposal	0.0%	838.3	630.8	75.2%
<b>Vandalae Services Inc.</b>	Trucking	0.0%	43.0	0.0	0.0%
<b>Veit &amp; Co. Inc.</b>	Earthwork	39.3%	30,294.8	14,217.0	46.9%
<b>Veit &amp; Co. Inc.</b>	General Contractors	40.0%	29,679.5	13,812.5	46.5%
<b>Veteran's Truck Line Inc.</b>	Trucking	0.0%	63.0	0.0	0.0%
<b>Vizcaino's Trucking LLC</b>	Trucking	90.0%	1,063.5	1,000.8	94.1%
<b>Weyker Excavating LLC</b>	Trucking	0.0%	23.5	0.0	0.0%
<b>Wilkin Insulation Co.</b>	Fireproofing	30.0%	24,447.5	7,195.5	29.4%
<b>Wisconsin Terrazzo &amp; Tile</b>	Tile Setter	0.0%	5,560.5	1,561.0	28.1%
<b>W.R. Weis Co. Inc.</b>	Stone Installation	0.0%	20,490.0	7,479.5	36.5%
<b>Zien Inc.</b>	Mechanical	0.0%	418.0	0.0	0.0%
<b>PROJECT TOTALS</b>		<b>40.0%</b>	<b>1,829,532.4</b>	<b>795,881.9</b>	<b>43.5%</b>



TABLE 8: RPP PARTICIPATION BY TRADE

TRADE	NUMBER OF RPP WORKERS	ZIP CODE	TOTAL RPP HOURS THROUGH 07/31/2017
<b>Asbestos Abatement Worker (14)</b>	7	53204	945.0
	6	53215	1,145.5
	1	53234	307.0
<b>Bricklayer (15)</b>	1	53204	1,136.0
	1	53207	354.0
	2	53208	2,376.0
	1	53209	1,651.0
	1	53210	23.0
	1	53213	1,072.0
	1	53214	192.0
	3	53218	2,288.5
	1	53219	2,015.5
	1	53223	1,122.0
	1	53225	159.5
	1	53227	606.5
<b>Carpenter &amp; Soft Floor Layer (94)</b>	1	53201	698.5
	1	53202	1,914.5
	2	53204	3,367.3
	4	53206	5,262.7
	2	53207	251.0
	5	53208	3,653.0
	8	53209	2,574.6
	7	53210	2,513.5
	2	53211	3,891.5
	4	53212	2,073.0
	1	53213	3,642.5
	11	53215	10,293.8
	6	53216	7,036.3
	7	53218	6,035.8
	4	53219	6,743.0
	2	53220	953.0
	12	53221	11,208.0
	4	53222	4,313.5
	2	53223	4,882.5
	3	53224	5,811.5
3	53225	1,522.0	
1	53227	4,366.5	
2	53233	4,045.5	
<b>Cement Mason/Concrete Finisher (15)</b>	1	53205	1,559.0

(CONTINUED ON PAGE 48)



TABLE 8: RPP PARTICIPATION BY TRADE (CONTINUED)

TRADE	NUMBER OF RPP WORKERS	ZIP CODE	TOTAL RPP HOURS THROUGH 07/31/2017
	2	53206	174.5
	3	53207	2,147.0
	1	53209	2,714.0
	1	53215	1,302.5
	3	53219	3,128.5
	1	53221	919.0
	1	53222	118.5
	1	53223	667.0
	1	53224	2,871.5
<b>Drywall Taper or Finisher (26)</b>	1	53202	22.0
	6	53204	5,337.5
	1	53206	872.0
	1	53207	1,199.0
	1	53208	310.0
	14	53215	13,484.5
	1	53220	1,055.5
	1	53221	1,213.0
<b>Electrician (68)</b>	1	53202	5,573.8
	1	53204	123.0
	1	53205	1,820.0
	1	53206	624.0
	7	53207	10,577.0
	5	53208	7,201.5
	4	53209	6,060.3
	5	53210	8,988.5
	3	53212	2,793.0
	7	53215	8,971.0
	6	53216	10,198.0
	6	53218	10,263.5
	6	53219	11,640.8
	4	53220	8,902.5
	6	53221	13,711.8
	1	53222	3,488.8
	1	53223	1,786.5
	2	53224	2,242.5
	1	53225	728.5
<b>Fence Erector (4)</b>	2	53204	102.5
	1	53218	103.5
	1	53220	90.5

(CONTINUED ON PAGE 49)

TABLE 8: RPP PARTICIPATION BY TRADE (CONTINUED)

TRADE	NUMBER OF RPP WORKERS	ZIP CODE	TOTAL RPP HOURS THROUGH 07/31/2017
<b>Floor Coverer (2)</b>	1	53204	881.0
	1	53227	1,122.5
<b>General Laborer (240)</b>	1	53202	9.0
	1	53203	588.5
	19	53204	9,651.0
	9	53205	10,808.5
	22	53206	14,310.9
	12	53207	8,848.3
	8	53208	4,741.3
	21	53209	20,047.0
	12	53210	8,997.5
	3	53211	1,161.0
	15	53212	17,461.8
	2	53213	1,305.0
	3	53214	4,425.5
	16	53215	8,356.8
	22	53216	21,217.3
	27	53218	16,552.5
	8	53219	7,410.3
	3	53220	2,080.0
	7	53221	8,762.0
	8	53222	4,249.3
	6	53223	3,174.3
	4	53224	7,189.3
	9	53225	9,014.5
1	53228	944.5	
1	53233	70.0	
<b>Glazier (7)</b>	1	53209	845.5
	1	53210	1,304.3
	2	53215	1,911.3
	1	53220	1,886.5
	1	53228	36.5
	1	53233	2,071.5
<b>Heat or Frost Insulator (10)</b>	2	53204	5,409.5
	1	53207	1,177.0
	1	53213	801.0
	2	53215	1,320.0
	1	53216	2,324.0
	1	53219	166.5

(CONTINUED ON PAGE 50)

TABLE 8: RPP PARTICIPATION BY TRADE (CONTINUED)

TRADE	NUMBER OF RPP WORKERS	ZIP CODE	TOTAL RPP HOURS THROUGH 07/31/2017
	1	53221	1,875.0
	1	53227	1,222.5
<b>Heavy Equipment Operator (16)</b>	2	53207	808.0
	1	53209	16.0
	2	53211	2,734.5
	2	53212	449.0
	1	53215	980.5
	1	53218	850.0
	3	53219	2,422.5
	2	53222	652.0
	1	53224	279.5
	1	53225	3,090.5
<b>Ironworker (80)</b>	1	53202	1,656.8
	6	53204	11,143.8
	2	53205	112.5
	6	53206	7,165.0
	5	53207	1,888.0
	5	53208	4,816.8
	5	53209	6,210.5
	3	53210	2,846.3
	2	53211	1,872.5
	2	53212	3,365.0
	1	53213	781.0
	8	53215	11,873.3
	1	53216	57.0
	4	53218	7,087.5
	5	53219	6,154.8
	3	53220	5,478.8
	8	53221	9,570.7
	4	53222	2,650.0
	1	53223	732.0
	6	53225	8,484.0
	1	53228	1,859.0
	1	53233	1,352.5
<b>Landscaper (5)</b>	1	53204	94.3
	1	53215	139.2
	1	53218	599.7
	1	53219	19.5
	1	53223	626.3

(CONTINUED ON PAGE 51)

TABLE 8: RPP PARTICIPATION BY TRADE (CONTINUED)

TRADE	NUMBER OF RPP WORKERS	ZIP CODE	TOTAL RPP HOURS THROUGH 07/31/2017
<b>Marble Finisher (7)</b>	2	53209	963.0
	2	53210	1,889.5
	1	53215	1,087.3
	1	53216	1,055.5
	1	53228	510.3
<b>Painter/Sprayer (16)</b>	2	53204	192.0
	4	53207	1,619.5
	1	53208	1,917.5
	1	53210	1,553.0
	2	53212	496.0
	2	53214	3,173.0
	3	53216	2,271.0
	1	53224	1,830.5
<b>Pipefitter (3)</b>	1	53207	54.5
	1	53216	586.0
	1	53225	16.0
<b>Plasterer (1)</b>	1	53225	2,877.5
<b>Plumber (17)</b>	1	53204	3,720.5
	1	53208	3,688.0
	2	53209	1,118.8
	2	53211	3,077.3
	1	53212	1,586.0
	2	53215	1,851.8
	1	53216	1,313.5
	1	53218	590.5
	1	53220	36.0
	1	53222	1,961.5
	1	53224	722.0
	3	53225	3,001.8
<b>Roofer (8)</b>	1	53204	73.5
	1	53207	2,156.0
	1	53210	1,358.5
	1	53216	179.0
	1	53223	1,846.0
	1	53224	37.5
	1	53225	44.0
	1	53228	804.0
<b>Security (32)</b>	2	53205	1,329.5
	4	53206	2,612.4
	5	53208	7,312.9
	1	53209	54.0
	2	53212	1,701.3

(CONTINUED ON PAGE 52)

TABLE 8: RPP PARTICIPATION BY TRADE (CONTINUED)

TRADE	NUMBER OF RPP WORKERS	ZIP CODE	TOTAL RPP HOURS THROUGH 07/31/2017
	2	53215	2,826.0
	7	53216	4,375.0
	2	53218	338.4
	1	53220	402.0
	1	53224	356.0
	5	53225	2,146.8
<b>Sheet Metal Worker (27)</b>	1	53202	9.0
	2	53206	456.3
	4	53207	3,412.0
	1	53210	170.0
	3	53212	2,090.8
	2	53215	2,767.0
	5	53218	2,887.8
	2	53220	4,264.5
	2	53221	3,029.8
	1	53222	3,546.5
	1	53224	1,456.0
	1	53226	490.5
	2	53227	2,704.3
<b>Sprinkler Fitter (4)</b>	1	53208	3,140.0
	1	53211	1,046.9
	1	53220	2,071.0
	1	53223	1,260.0
<b>Steamfitter (25)</b>	1	53204	3,064.0
	3	53207	5,095.8
	2	53212	3,743.0
	2	53213	2,176.8
	2	53214	5,106.0
	1	53215	1,043.5
	1	53218	574.0
	3	53219	1,289.5
	4	53221	3,214.5
	1	53222	1,238.8
	1	53224	543.0
	2	53225	1,874.5
	1	53227	2,409.0
	1	53228	1,034.3
<b>Technician (27)</b>	1	53204	3,096.8
	1	53207	2,371.3
	1	53208	673.8
	2	53209	3,142.8
	2	53212	3,642.5

(CONTINUED ON PAGE 53)

TABLE 8: RPP PARTICIPATION BY TRADE (CONTINUED)

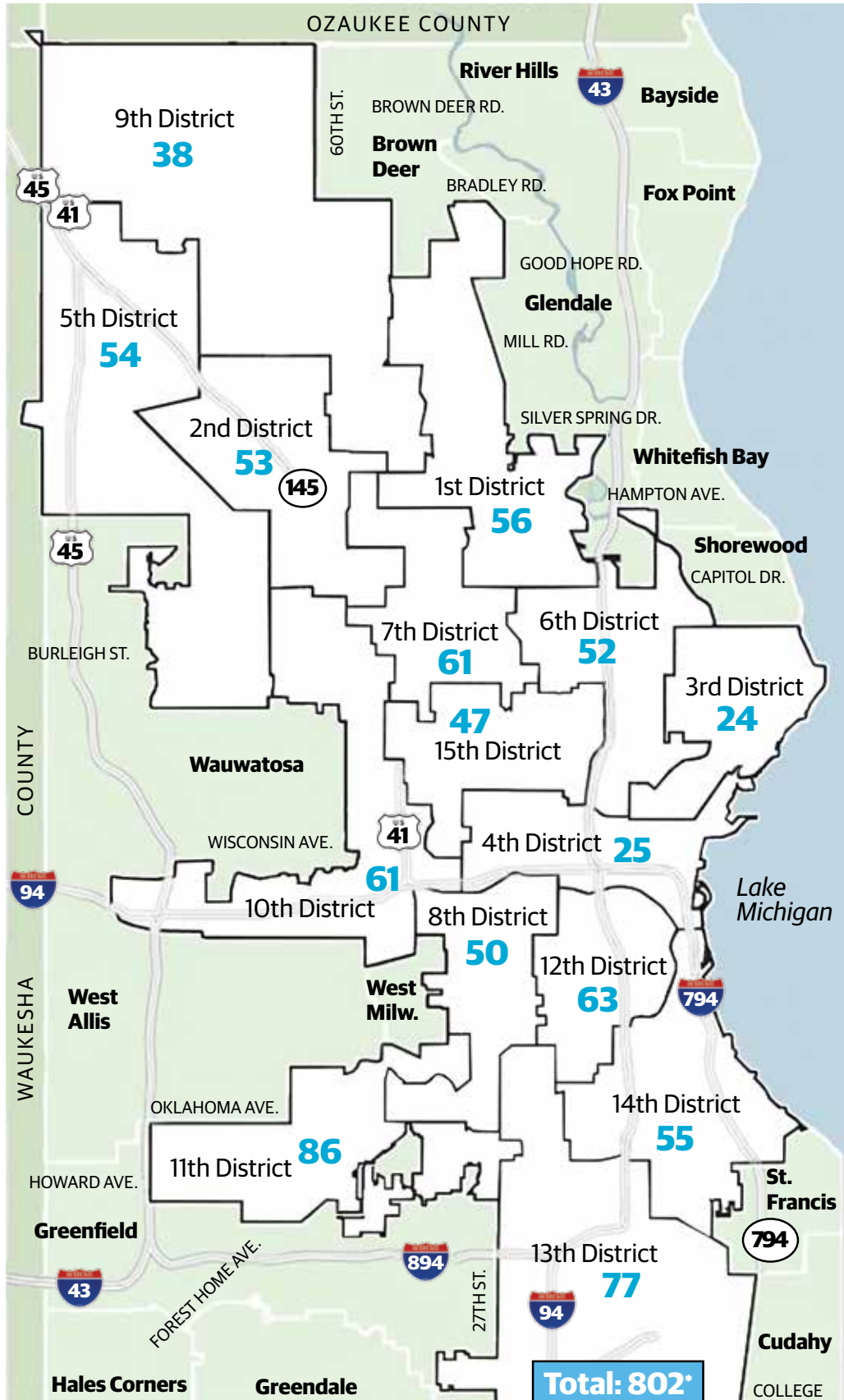
TRADE	NUMBER OF RPP WORKERS	ZIP CODE	TOTAL RPP HOURS THROUGH 07/31/2017
	1	53213	32.0
	2	53214	2,023.5
	3	53215	6,086.8
	2	53216	1,434.0
	2	53218	1,797.0
	4	53221	4,963.0
	3	53222	4,976.0
	1	53223	688.5
	1	53224	278.0
	1	53227	427.5
<b>Tile Layer (16)</b>	1	53202	1,654.0
	1	53206	1,264.5
	1	53208	2,108.8
	3	53209	1,661.8
	2	53212	2,392.0
	1	53215	1,146.3
	2	53219	458.3
	2	53221	1,579.5
	2	53225	861.0
	1	53233	1,415.0
<b>Truck Driver (50)</b>	2	53204	72.3
	2	53207	422.0
	3	53209	180.0
	2	53210	286.8
	2	53214	92.0
	14	53215	2,887.0
	1	53216	33.3
	2	53218	422.8
	5	53219	1,822.8
	7	53221	603.5
	2	53222	355.0
	6	53223	1,800.0
	2	53224	607.8
<b>Tuckpointer (1)</b>	1	53215	20.0
<b>TOTAL</b>	<b>830</b>		<b>795,881.9</b>

\*\*WORKERS MAY WORK IN MULTIPLE TRADES.

\*\*WORKERS WHO MOVED DURING THE PROJECT MAY BE COUNTED IN MULTIPLE ZIP CODES.

\*\*\*THE OFFICIAL NUMBERS OF WORKERS EMPLOYED THROUGH THE RESIDENTS PREFERENCE PROGRAM IS 795.

DISTRIBUTION OF RPP-CERTIFIED WORKERS BY MILWAUKEE ALDERMANIC DISTRICT AS OF JULY 31, 2017



\*WORKERS WHO MOVED DURING THE PROJECT MAY BE COUNTED IN MULTIPLE DISTRICTS.  
 \*\*THE OFFICIAL NUMBER OF WORKERS EMPLOYED THROUGH THE RESIDENTS PREFERENCE PROGRAM IS 795.

SECTION 6

# APPRENTICESHIP PROGRAM

**SBE AND RPP GOALS REACHED AND EXCEEDED**

We are committed to helping Milwaukee residents get a jump-start in their careers.



# Apprenticeship Participation

Northwestern Mutual included apprenticeship requirements in its construction contracts. Apprenticeships combine classroom instruction with on-the-job learning while working on construction projects under the supervision of experienced journey workers. The availability of construction apprenticeships varies by trade, employer and market fluctuations.

Contractors on The Tower and Commons project were asked to maximize the number of apprentices utilized in accordance with guidelines issued by the Wisconsin Department of Workforce Development. The table below includes only those trades considered apprenticeable in the state of Wisconsin.

TABLE 9: APPRENTICESHIP STATUS

Through Final Completion or July 31, 2017

TRADE	JOURNEYWORKERS	APPRENTICES	SUB-JOURNEYWORKERS	UNION LOCAL NO.
Bricklayer	41	6	0	8
Carpenter & Soft Floor Layer	434	29	0	161
Cement Mason/Concrete Finisher	46	7	0	599
Drywall Taper or Finisher	80	1	0	7
Electrician	181	15	0	494
Floor Coverer	8	2	0	12
General Laborer	512	13	1	113
Glazier	35	4	0	1204
Heat or Frost Insulator	34	7	0	19
Heavy Equipment Operator	131	11	0	139
Ironworker	259	58	0	8
Millwright	10	6	0	1056
Painter/Sprayer	64	0	0	7
Piledriver	7	0	0	2337
Pipefitter	22	6	0	183
Plasterer	30	1	0	599
Plumber	56	12	0	75
Roofer	44	0	4	65
Sheet Metal Worker	77	11	6	18
Sprinkler Fitter	15	2	1	183
Steamfitter	53	9	6	601
Teledata Communications	50	0	0	494
Tile Layer	59	11	0	5
Tuck Pointer	9	0	0	599
<b>TOTALS</b>	<b>2,257</b>	<b>211</b>	<b>18</b>	

\* Journeypersons sometimes work in more than one trade.

