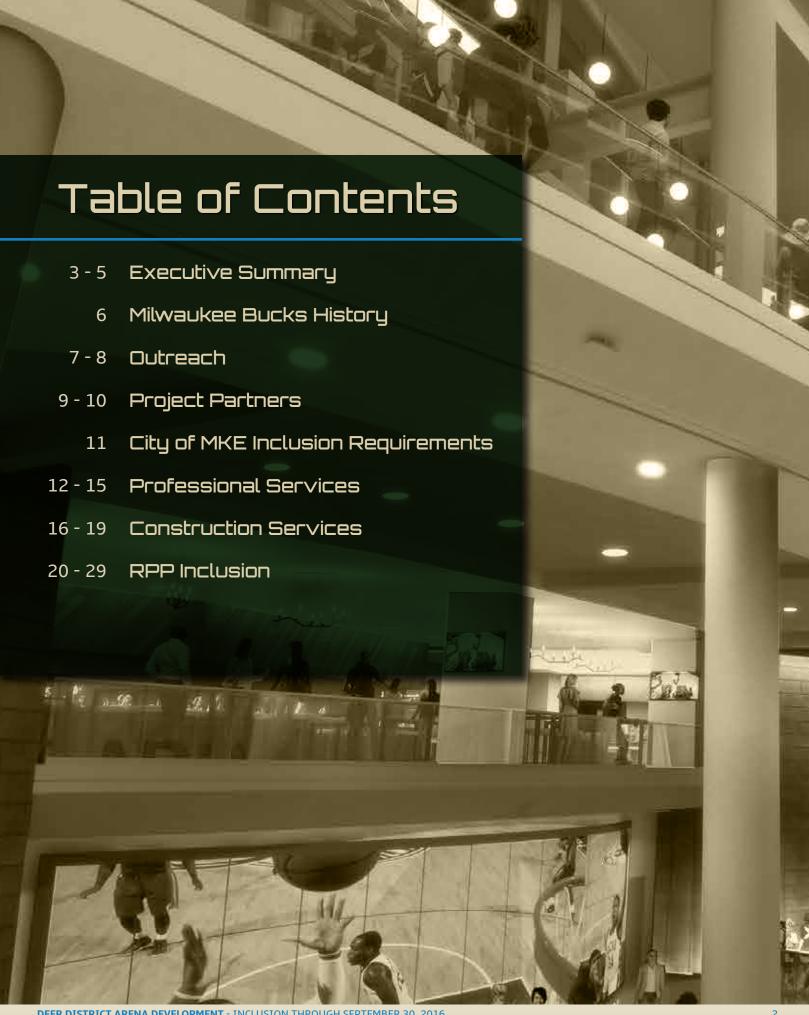


# DEER DISTRICT ARENA DEVELOPMENT

City of Milwaukee Inclusion through September 30, 2016



## Executive Summary

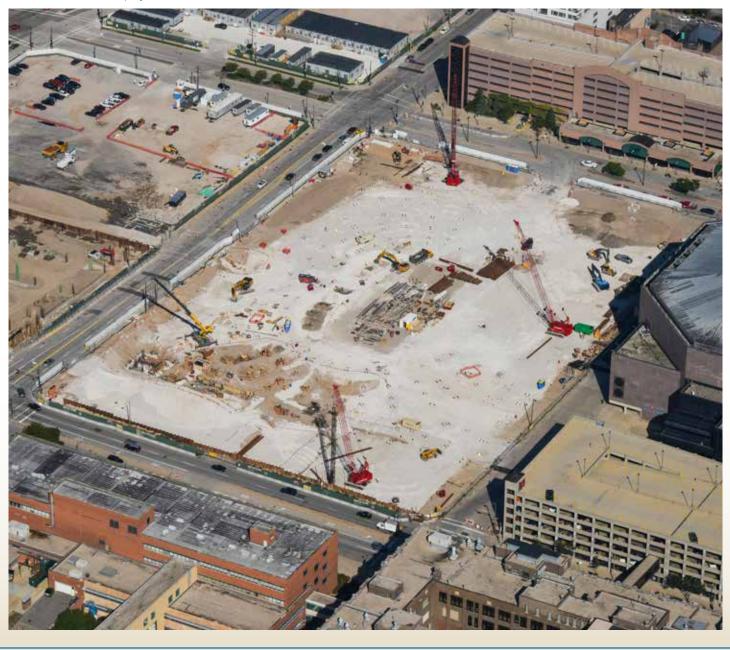
Deer District LLC, along with Developer's Representative, ICON Venue Group ("ICON"), and Inclusion Monitors, Cross Management Services, Inc. ("CMSI") and Prism Technical Management & Marketing Services, LLC ("Prism Technical" or "Prism"), are dedicated to ensuring the projects are successful and meet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

This report provides information on the inclusion achieved for professional services, construction and Residents Preference Program on the New Milwaukee Arena and Block 7 Parking Structure ("the Projects") through September 30, 2016. Future reports will include construction and workforce inclusion on the Live Block Plaza and Public Plaza.

Aerial view of the arena project site in summer 2016.

Through September 30, 2016, the Projects expect to award contracts valued at \$4,498,686 or 18.7% of professional services cost subject to inclusion and \$66,540,508 or 26.8% of the construction cost subject to inclusion and Milwaukee RPP Workers have performed 42.3% of the construction hours.

The Inclusion Requirements were established in the Human Resources ("HR") Agreement with the City of Milwaukee. The HR Agreement applies to the Arena and Block 7 Parking Structure and requires 18% Small Business Enterprise<sup>1</sup> ("SBE") professional services inclusion, 25% SBE construction inclusion, 40% City of Milwaukee Residents Preference Program ("RPP") inclusion, and payment of City of Milwaukee prescribed living wages.<sup>2</sup>



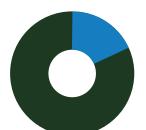
## Executive Summary

#### Table 1: Professional Services Inclusion through September 30, 2016

PROJECT	INCLUSION	COST SUBJECT TO INCLUSION	%	INCLUSION PAID TO DATE	TOTAL PAYMENTS	%
New Milwaukee Arena	\$4,000,066	\$22,153,843	18.1%	\$1,662,784	\$15,227,223	10.9%
Block 7 Parking Structure	\$498,620	\$1,948,483	25.6%	\$376,625	\$1,368,478	27.5%
Total	\$4,498,686	\$24,102,326	18.7%	\$2,039,409	\$16,595,701	12.3%

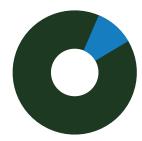
While payments will vary based on project stage, at least 18% of professional service spending will go to SBEs by the time Arena and Parking Structure are completed.

#### **Inclusion Achieved**



- 18.7% Inclusion Firm Contracts \$4,498,686
- 81.3% Non-Inclusion Firm Contracts \$19,603,640
- **Total** \$24,102,326

#### **Total Payments**



- 12.3% Inclusion Firm Payments \$2,039,409
- 87.7% Non-Inclusion Firm Payment \$14,556,292
- Total Payments \$16,595,701
- <sup>1</sup> SBE includes Small Business Enterprises ("SBE") certified by the City of Milwaukee, Disadvantaged Business Enterprises ("DBE") certified by a member of the Wisconsin Unified Certification Program, a Small Disadvantaged Business ("SDB") as designated by the Small Business Administration, and an 8(a) certified by the Small Business Administration.

Table 2 - Total Construction Inclusion through September 30, 2016

PROJECT	INCLUSION	COST SUBJECT TO INCLUSION	%	INCLUSION PAID TO DATE	TOTAL PAYMENTS	%
New Milwaukee Arena	\$58,481,129	\$220,957,086	26.5%	\$72,658	\$9,751,254	0.7%
Block 7 Parking Structure	\$8,059,379	\$26,993,978	29.9%	\$40,537	\$488,428	8.3%
Total	\$66,540,508	\$247,951,064	26.8%	\$113,195	\$10,239,682	1.1%

It is projected that SBE inclusion will exceed the 25% SBE goal by completion of the Arena and Block 7 Parking Structure projects

#### **Inclusion Achieved**



- 26.8% Inclusion Firm Contracts \$66,540,508
- **73.2% Non-Inclusion Firm Contracts** \$181,410,556
- Total Cost Subject to Inclusion \$247,951,064

#### **Total Payments**



- 1.1% Inclusion Firm Payments \$113.195
- 98.9% Non-Inclusion Firm Payment \$10,126,487
- Total Payments \$10,239,682

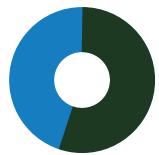
<sup>&</sup>lt;sup>2</sup> The Block 7 Parking Structure is also subject to payment of prevailing wages by virtue of its location in the Park East and the development agreement with Milwaukee County regarding this site.

## Executive Summary

Table 3 - Construction Workforce Inclusion through September 30, 2016

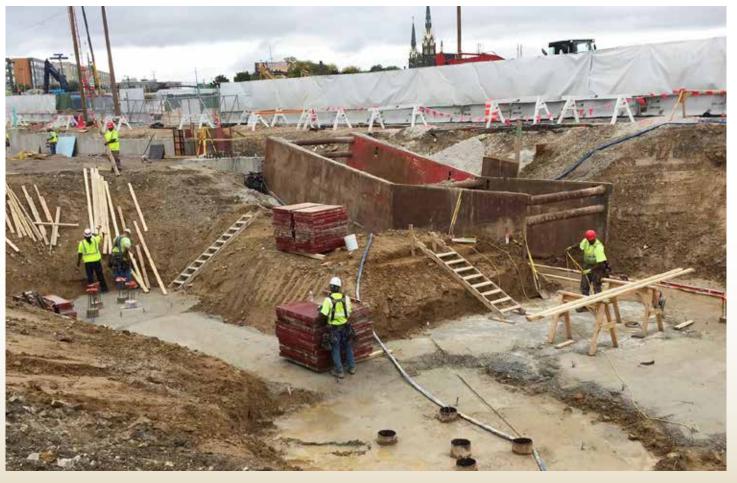
PROJECT	TOTAL HOURS	TOTAL RPP HOURS	RPP REQUIREMENT	RPP % TO DATE
New Milwaukee Arena	26,902.5	11,588.8	40.0%	43.1%
Block 7 Parking Structure	8,976.0	3,584.2	40.0%	39.9%
Total	35,878.5	15,173.0	40.0%	42.3%

### **Total Residents Preference Program (RPP) Inclusion**

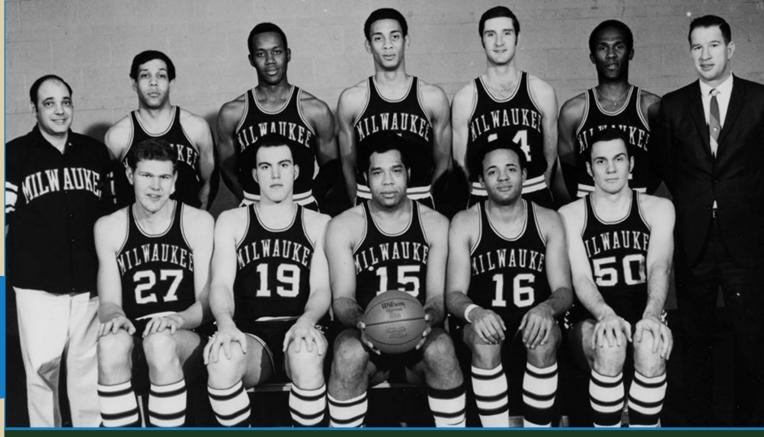


- **42.3% RPP Participation** 15,173.0 Total RPP Hours
- **57.7% Non-RPP Participation** 20,705.5 Total Non- RPP Hours
- 35,878.5 Total Workforce Hours

Workers laying foundation for the arena project site in summer 2016.







## Milwaukee Bucks History

#### THE BEGINNING

The National Basketball Association originally awarded a franchise to a group of investors based in Milwaukee - headed by Wesley D. Pavalon and Marvin L. Fishman called Milwaukee Professional Sports and Services, Inc., on Jan. 22, 1968. Pavalon and Fishman were named president and executive vice president, respectively, as the franchise was incorporated on Feb. 5, 1968.

An application from Milwaukee Pro was registered with the Wisconsin Department of Securities for the sale of 300,000 shares of common stock to Wisconsin residents at \$5 per share. Because the issue caught public fancy, an additional 125,000 shares were offered when the stock opened on the over-the-counter market on April 24, 1968.

On the basketball side of the operation, the team went through both the college and expansion draft under the watchful eye of the team's first head coach, Larry Costello.

A Janesville, WI, businessman, Jim Fitzgerald served as a member of the Board of Directors of Milwaukee Professional Sports and Services, Inc., beginning in 1973. He assumed his position as chairman of the board and president of the Bucks in November of 1976 and held that position until the sale of the franchise to Herb Kohl in the spring of 1985. Kohl's purchase ensured that the team would remain in Milwaukee, and he would go on to lead the team as president for 29 seasons.

#### THE FUTURE

April 16, 2014 marked the beginning of a new era for the NBA franchise as ownership was transferred from Senator Kohl to a new ownership group headed by entrepreneurs Marc Lasry and Wes Edens. Shortly thereafter, Jamie Dinan joined as a majority owner, and an impressive assemblage of Milwaukee community leaders also took an ownership stake to infuse the team and city with a new vitality driven by the promise of a next-generation team that remains true to the spirit of the "Brew City."

The 2014-15 season ushered in exciting additions including new head coach Jason Kidd, who came with a rich NBA pedigree and a reputation as one of the best point guards in league history. Under Kidd's leadership is a strong roster of future stars including two of the most dynamic, young players in the NBA. 2014 No. 2 draft pick Jabari Parker joins Giannis Antetokounmpo to create one of the most exciting teams in the NBA and the start of a new kind of Milwaukee Bucks basketball.

In addition to an exciting roster of talented players and a Hall of Fame coach, the future off the court is also bright. The organization is in the process of developing a new sports and entertainment complex to serve as the home for the next era of Bucks basketball. The state-of-the-art facility will become an important part of the revitalization of downtown Milwaukee and become integral to the community's economic future.

1968-69 Milwaukee Bucks - BACK ROW: Trainer Arnie Garber, Guy Rodgers, Sam Williams, Greg Smith, Jon McGlocklin, Flynn Robinson, Head Coach Larry Costello. FRONT ROW: Rich Niemann, Dick Cunningham, Wayne Embry, Zaid Abdul-Aziz, Lenny Chappell.



## Outreach: Community Engagement

#### **BUCKS CARE**

The Milwaukee Bucks are making community engagement a defining element of the path back to greatness.

The Bucks ownership group has made philanthropy and charitable work a significant part of their lives, and know that the Bucks will only be as strong as the community they serve. As the Bucks become a driving force behind the transformation and revitalization of Milwaukee, partnering with the community will be front and center.

All those involved in the organization understand that the Milwaukee Bucks are one of the most visible presences throughout greater Milwaukee and Wisconsin. Thanks to that visibility, the players, staff and owners are all united in continuing the traditions of charity and outreach that have defined the organization and will grow into the future. In the last year alone, Bucks players, coaches, legends and front office staff spent over 500 hours giving back to their neighbors, while the organization made donations to over 2,000 charitable events in over 350 communities throughout the region.

For more information about the Bucks' involvement in the community, please visit bucks.com/community.

Photos from top to bottom: Bucks front office interns from Cristo Rey Jesuit High School, Bucks 5th Annual Jam Master Jay Back to School Bash, and The inaugural Aon Milwaukee Bucks Foundation Golf Outina.

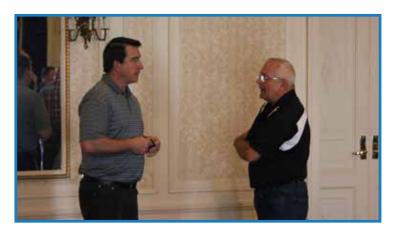


## Outreach: Contracting & Workforce

#### MORTENSON SUBCONTRACTOR INFORMATION SESSION FOR BID PACK 3

Mortenson Construction held a subcontractor information session for the new Milwaukee Arena project on September 20, 2016 for the Bid Pack 3 portion of the project, estimated to be about \$60,000,000 worth of work. This portion of the project is expected to conclude by July 2018. Jesse Kemp, Senior Project Manager with Mortenson Construction, led the meeting, which about 50 subcontractors, consultants and visitors attended.











Photos from Mortenson Construction subcontractor information session

## **Project Partners**

#### **PROJECT MANAGEMENT TEAM**



ICON Venue Group is the leading Owner's Representative and project management firm in the sports, entertainment, and public assembly industry with a portfolio of many of the most successful venues in the world. ICON provides a comprehensive spectrum of facility development services required to guide a new facility project from its initial conception through planning, design, construction and opening to ensure years of successful operation for both public and private sector clients in the USA, Canada, Europe and Asia. ICON has managed the development of home venues for NFL, NBA, NHL, MLB MLS, MLL, AFL, CHL, NBDL, DEL and BBL franchises totaling over \$6 billion.



Cross Management Services, Inc. (CMSI), a project management consulting firm, provides business management, public relations, research, and planning services. With a passion for excellence, ethical conduct, and knowledge, CMSI achieves high-quality results and consistently meets its commitments to its clients. CMSI specializes in coordinating and monitoring supplier and workforce diversity goals for developers, contractors, corporations, and governmental entities on construction projects.



Prism Technical is a multifaceted consulting firm that specializes in project and construction management, public relations and outreach, business training and corporate workforce diversity and inclusion. Based in Milwaukee, Prism started in 1995 working to ensure the diversity of workers and legitimate contracting practices on major construction projects funded by tax payers. This has allowed Prism to advise many forward thinking companies and governmental entities on matters of process, management, knowledge transfer and strategy. Prism has had unprecedented success on Wisconsin's most prestigious and challenging projects and has accumulated an unparalleled catalog of experiences working with small, women and minority owned businesses and underemployed workers. The firm opened a second office in St. Louis, MO in 2016.

#### **ARCHITECTS & CONSTRUCTION MANAGERS**



American Design Inc. is a twenty-year old firm whose experienced management team provides a full range of architectural services to satisfy its clients. American Design Inc. has the architectural background necessary to work with clients through each phase of the design process. Their design experiences includes residential, educational, commercial office, retail and public buildings.



Eppstein Uhen Architects (EUA) is an architecture firm located in Milwaukee (headquarters), Madison and Des Moines. More than 150 EUA team members demonstrate unparalleled commitment to the markets, communities and clients it serves. EUA works closely with clients and partners to create environments that exceed expectations while elevating people's potential. EUA, an 108 year-old firm specializes in workplace, healthcare, learning, living and entertainment environments.

## **Project Partners**



Established in 1961, GRAEF has grown to become a leading U.S. consulting firm, as ranked by Engineering News Record Magazine. Their technical personnel, located in multiple offices in Wisconsin, Illinois, and Florida, represent a comprehensive resource with diverse technical expertise able to address all phases of analysis, design, and construction. From public infrastructure to environmental issues, industry to communications, governmental facilities to healthcare, education and retail, from and for numerous other project categories, GRAEF has positioned itself to serve their clients in unique and innovative ways.



HNTB Corporation is an employee-owned infrastructure solutions firm. With more than a century of service, HNTB understands the life cycle of infrastructure and addresses clients' most complex technical, financial and operational challenges. Professionals nationwide deliver a full range of infrastructure-related services, including award-winning planning, design, program management and construction management.



J.H. Findorff is one of the Midwest's leading builders with offices in Madison and Milwaukee. For over 125 years, Findorff has continued to position itself as a dependable and reputable Company dedicated to excellence. Talented staff, a passion for innovation, and a focus on technology has helped secure our status as a leader in the construction industry. With over 700 employees currently, Findorff proudly acknowledges receipt of over 100 awards and recognition, for both commitment to quality construction and civic initiatives.

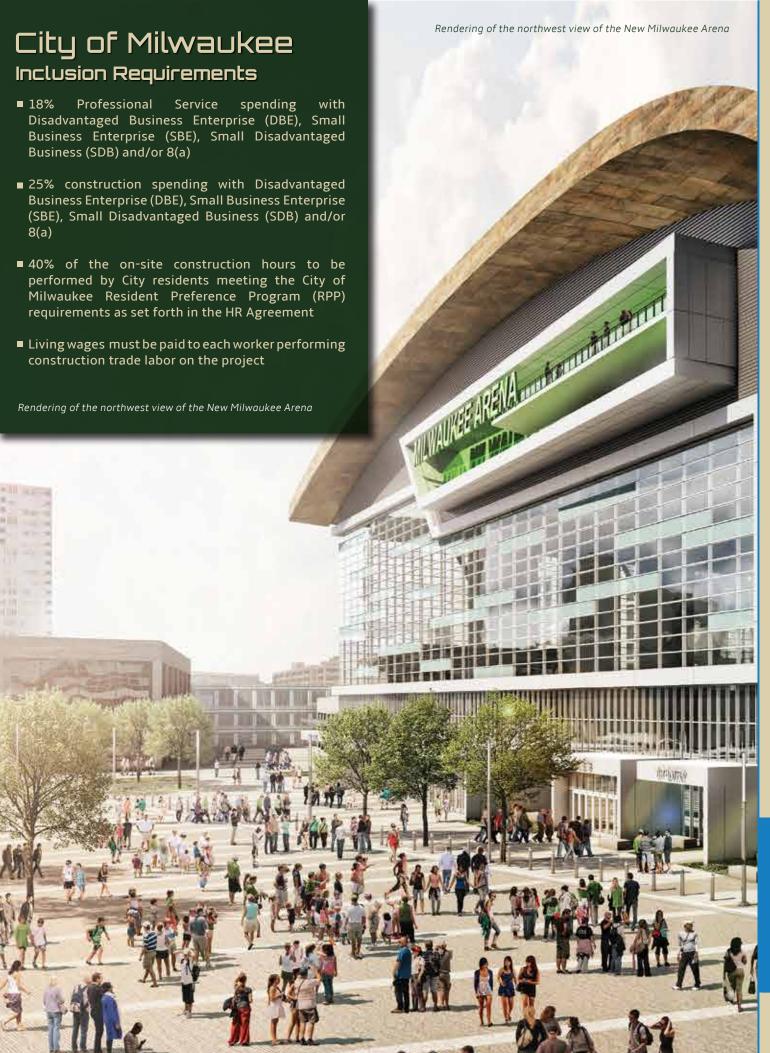


Mortenson is the 2<sup>nd</sup> largest sport builder in the United States with over 160 sports and entertainment projects. Founded in 1954, Mortenson is a U.S.-based, family-owned company. As one of the nation's top builders and developers, Mortenson provides a complete range of services, including planning, program management, pre-construction, general contracting, construction management, design-build, and turn-key development. Mortenson has offices in Chicago, Denver, Madison, Milwaukee, Minneapolis, Phoenix, Portland, and Seattle with international operations in Canada.

#### POPULOUS"

Since inception in 1983, Populous has grown into the world's leading design firm dedicated exclusively to creating environments that draw people and communities together for unforgettable experiences. The firm has completed more than 1,000 projects around the globe with construction value exceeding \$20 billion. Populous has worked with 24 Major League Baseball franchises, 30 NFL franchises, 80 professional and civic arena clients, 40 global soccer and rugby teams, 120 universities, 40 convention center clients, 29 equestrian clients and has planned more than 30 major worldwide events.





## New Milwaukee Arena Professional Services Inclusion

Table 5 - New Milwaukee Arena: Professional Services Inclusion Through September 30, 2016

SBE, DBE, SDB, or 8(a) FIRMS	SBE, DBE, SDB or 8(a)	SUBCONTRACTOR TO	SERVICE PERFORMED	ONTRACT MOUNT	PA	MOUNT ID THRU 30/2016
American Design Inc.	S/DBE	Eppstein Uhen Architects Inc.	Architectural - Main & Upper Concourse	\$ 250,000	\$	211,981
American Design Inc.	S/DBE	GRAEF-USA Inc.	Architectural - Skywalk	\$ 46,200	\$	30,148
Barrientos Design & Consulting Inc.	DBE	Eppstein Uhen Architects Inc.	Architecture - Event Level	\$ 319,000	\$	208,744
Capitol Lien Records & Research Inc.	DBE	Terracon Consultants Inc.	Title Search - Phase I - Block 1	\$ 3,280	\$	3,280
Capitol Lien Records & Research Inc.	DBE	Terracon Consultants Inc.	Title Search - Phase I - Block 2	\$ 1,688	\$	1,688
Capitol Lien Records & Research Inc.	DBE	Terracon Consultants Inc.	Title Search - Phase I - Block 4	\$ 425	\$	425
Capitol Lien Records & Research Inc.	DBE	Terracon Consultants Inc.	Title Search - Phase I - Block 5	\$ 2,875	\$	2,875
Coastwise Fireguard Inc.	DBE	M-E Engineers Inc.	Fire Sprinkler	\$ 90,000	\$	81,920
Copy N More Inc.	SBE	Populous Inc.	Printing	\$ 70,000	\$	42,451
Cross Management Services Inc.	S/DBE	Deer District LLC	Inclusion Monitor - Business	\$ 506,900	\$	72,550
Gestra Engineering Inc.	S/DBE	Terracon Consultants Inc.	Drilling Services - Geotech	\$ 103,857	\$	103,857
Gestra Engineering Inc.	S/DBE	Terracon Consultants Inc.	Drilling Services	\$ 5,186	\$	5,186
Himalayan Consultants LLC	S/DBE	Professional Service Industries Inc.	Construction Obs & Testing	\$ 212,176		
IBC Engineering Services Inc.	S/DBE	M-E Engineers Inc.	MEP	\$ 385,000	\$	260,944
M & E Architects & Engineers LLC	DBE	Eppstein Uhen Architects Inc.	Architecture - Vertical Circulation	\$ 126,000	\$	126,000
Martinsek & Associates	SBE	Deer District LLC	Workforce Recruitment Video	\$ 15,740	\$	15,740
Prism Technical Management & Marketing LLC	S/DBE	Deer District LLC	Inclusion Monitor - Workforce	\$ 760,350	\$	71,605
Thunderbird Engineering Inc.	S/DBE	M-E Engineers Inc.	Commissioning	\$ 60,000		
White Water Associates Inc.	DBE	Terracon Consultants Inc.	Laboratory Services - Block 1	\$ 24,261	\$	24,261
White Water Associates Inc.	DBE	Terracon Consultants Inc.	Laboratory Services - Block 4	\$ 4,768	\$	4,768
Wrightson, Johnson, Haddon & Williams Inc.	DBE	Populous Inc.	Audio/Video Consulting	\$ 361,100	\$	180,441

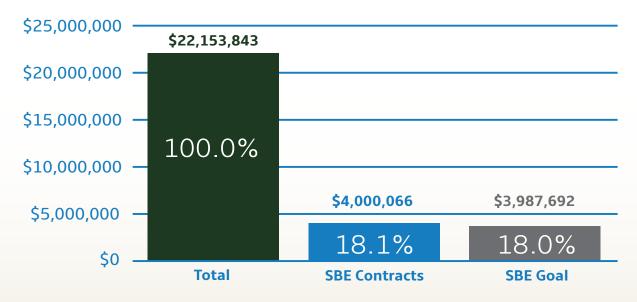
Table Continued on page 13

#### New Milwaukee Arena Professional Services Inclusion (Continued)

#### Table 5 (Continued)

SBE, DBE, SDB, or 8(a) FIRMS	SBE, DBE, SDB or 8(a)	SUBCONTRACTOR TO	SERVICE PERFORMED		ONTRACT AMOUNT	P/	AMOUNT AID THRU /30/2016
ZS LLC	SBE	HNTB Corporation	Structural Foundation Design	\$	390,000	\$	62,720
ZS LLC	SBE	HNTB Corporation	Building Access Design	\$	96,000	\$	34,200
ZS LLC	SBE	HNTB Corporation	Roof Design	\$	60,000	\$	36,000
ZS LLC	SBE	HNTB Corporation	Envelope Consulting	\$	90,000	\$	81,000
To Be Determined				\$	15,260		
TOTAL INCLUSION				\$	4,000,066	\$	1,371,735
INCLUSION AS A % OF PROFESSIO	NAL SERVI	CES COST SUBJECT TO INCLUSI	ON		18.1%		
INCLUSION AS A % OF PROFESSIO	NAL SERVI	CES PAYMENTS MADE					10.9%
PROFESSIONAL SERVICES COST SUBJECT TO INCLUSION \$ 22,153,843							
TOTAL PROFESSIONAL SERVICES F	TOTAL PROFESSIONAL SERVICES PAYMENTS THROUGH SEPTEMBER 30, 2016						

#### **New Milwaukee Arena Professional Services Inclusion**



## Professional Services Profiles



Masud Alam, Ph.D. President

#### GESTRA Engineering, Inc.

GESTRA Engineering Inc., is a consulting firm specializing in geotechnical, structural, pavement and construction materials engineering. The company is one of the largest local geotechnical engineering firms. "Our geotechnical exploration and engineering services help engineers, architects and developers in selecting a suitable site, understanding the anticipated problems and determining the most suitable foundation," said Douglas Dettmers, project engineer.

Founded in 2000 by Masud Alam, Ph.D., GESTRA has more than 40 full-time employees in Milwaukee. The firm also has offices in Madison and Chicago. For the Arena project, crews from GESTRA did soil borings at the Arena site. "Our role was geotechnical drilling and identifying environmental contamination and concerns. We drilled holes in the ground to test the soil and understand its characteristics and strengths," said Tim Winkler, drilling manager. "We went 80 to 110 feet below the surface, he continued."

Dettmers said the project has been a good for business. "It's been a great economical boost for our firm and the Bucks' team and the Bradley Center have been great to work with." Winkler says the Arena project is a great draw for the city as one of the premiere sporting facilities in the nation. "I'm looking forward to bringing my family downtown to enjoy sporting events, concerts and shows. The arena is going to be used for so many things that will enhance our city."



Mandy Dietz Director of Operations

#### Capitol Lien Records & Research, Inc.

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

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

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

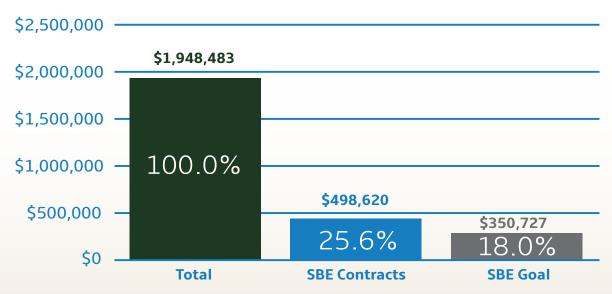
The confidence in the services they provide has allowed the Capitol Lien team to provide unmatched customer service, on which they pride themselves. With a staff where over half of employees are certified abstractors (unusual for a firm of this size), clients can trust that their needs will be met. "We're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

## Block 7 Parking Structure Professional Services Inclusion

Table 6 - Block 7 Parking Structure: Professional Services Inclusion Through September 30, 2016

SBE, DBE, SDB, or 8(a) FIRMS	SBE, DBE, SDB or 8(a)	SUBCONTRACTOR TO	SERVICE PERFORMED		CONTRACT AMOUNT				MOUNT ID THRU 30/2016
American Design Inc.	S/DBE	GRAEF-USA Inc.	Architectural - Parking Structure	\$	342,150	\$	275,865		
American Design Inc.	S/DBE	GRAEF-USA Inc.	Architectural - Housing	\$	36,120	\$	19,866		
Capitol Lien Records & Research Inc.	DBE	Terracon Consultants Inc.	Title Search - Block 7	\$	1,150	\$	1,150		
Cross Management Services Inc.	S/DBE	Deer District LLC	Inclusion Monitor - Business	\$	41,775	\$	22,183		
Gestra Engineering Inc.	S/DBE	Terracon Consultants Inc.	Drilling Services - Block 7	\$	13,920	\$	13,920		
Prism Technical Management & Marketing LLC	S/DBE	Deer District LLC	Inclusion Monitor - Workforce	\$	63,505	\$	43,641		
TOTAL INCLUSION				\$	498,620	\$	376,625		
INCLUSION AS A % OF PROFESSIONAL	_ SERVICE	S COST SUBJECT TO INCLUSI	ON		25.6%				
INCLUSION AS A % OF PROFESSIONAL SERVICES PAYMENTS MADE							27.5%		
PROFESSIONAL SERVICES COST SUBJECT TO INCLUSION \$ 1,948,483									
TOTAL PROFESSIONAL SERVICES PAYI	MENTS TH	ROUGH SEPTEMBER 30, 2016	5			\$ :	L,368,478		

**Block 7 Parking Structure Professional Services Inclusion** 

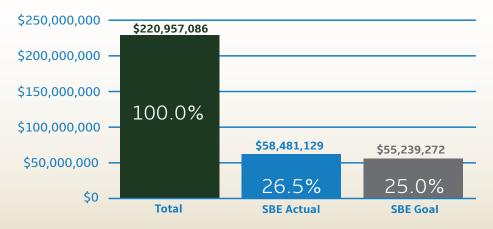


#### New Milwaukee Arena Construction Inclusion

Table 7 - New Milwaukee Arena: Construction Inclusion Through September 30, 2016

SBE, DBE, SDB, OR 8(a) FIRMS	SBE, DBE, SDB or 8(a)	SUBCONTRACTOR TO	SERVICE PERFORMED		ONTRACT AMOUNT	PAI	10UNT D THRU 0/2016
Cotter Consulting Inc.	SBE	M.A. Mortenson Company	Construction Management	\$	397,900	\$	40,883
Choice Construction Companies Inc.	S/DBE	M.A. Mortenson Company	Rebar Installation (CIP)	\$	972,367		
LF Green Development LLC	DBE	Michels Corporation	Construction Staking	\$	23,673		
McDowell Construction Corporation	DBE	Northway Fence Inc.	Fencing Materials	\$	36,000		
Nuvo Construction Company Inc.	SBE	Michels Corporation	Pile Materials	\$	261,305		
Rams Contracting LTD.	S/DBE	M.A. Mortenson Company	Earthwork/Site Utilities	\$	3,229,247		
Sonag Ready Mix LLC	SBE	Michels Corporation	Ready Mix Concrete	\$	103,358		
Sonag Ready Mix LLC	SBE	M.A. Mortenson Company	Ready Mix Concrete	\$	1,871,590		
South Star Inc.	SBE	Rams Contracting LTD	Trucking	\$	69,161		
Tremmel-Anderson Trucking LLC	SBE	Veit & Company Inc.	Trucking/Disposal	\$	31,755	\$	31,775
Tremmel-Anderson Trucking, LLC	SBE	Rams Contracting LTD	Trucking	\$	150,275		
To Be Determined				\$	51,334,498		
TOTAL INCLUSION AND AMOUNT PAID				\$	58,481,129	\$	72,658
INCLUSION AS A % OF CONSTRUCTION C	OSTS SUBJ	ECT TO INCLUSION			26.5%		
INCLUSION AS A % OF CONSTRUCTION P	AYMENTS	MADE					0.7%
CONSTRUCTION COST SUBJECT TO INCLUSION \$ 220,957,086							
TOTAL CONSTRUCTION PAYMENTS THRO	UGH SEPT	EMBER 30, 2016				\$	9,751,254





## Block 7 Parking Structure Construction Inclusion

Table 8 - Block 7 Parking Structure: Construction Contracting Inclusion Through September 30, 2016

SBE, DBE, SDB, OR 8(a) FIRMS	SBE, DBE, SDB or 8(a)	SUBCONTRACTOR TO	SERVICE PERFORMED	ONTRACT AMOUNT	PAI	MOUNT D THRU 30/2016
3G Trucking LLC	DBE	Lake Edge Logistics LLC	Trucking	\$ 6,800		
Choice Construction Companies Inc.	S/DBE	CG Schmidt Inc.	Reinforcing Steel	\$ 2,288,586		
Choice Construction Companies Inc.	S/DBE	J.H. Findorff & Son Inc.	Reinforcing Steel	\$ 149,813		
Con-Cor Company	SBE	Edgerton Contractors Inc.	Roadway Saw Cut	\$ 450		
Duwe Metal Products Inc.	DBE	J.H. Findorff & Son Inc.	Structural & Misc. Metals	\$ 409,458		
EFH Trucking LLC	DBE	Lake Edge Logistics LLC	Trucking & Tipping Fees	\$ 70,312		
Harkinson Consulting LLC	DBE	J.H. Findorff & Son Inc.	Labor Compliance Services	\$ 66,792		
Heider & Bott Company	DBE	Bohmann & Vick Inc.	Material Supplier	\$ 34,000	\$	25,752
Hetzel San-Filippo Inc.	DBE	J.H. Findorff & Son Inc.	Drywall	\$ 97,600		
Hiram Power Electric LLC	S/DBE	Lemberg Electric Company Inc.	Electrical Materials	\$ 314,500		
Hurt Electric Inc.	S/DBE	Uihlein Electric Co. Inc.	Electrical	\$ 40,000		
KMI Construction LLC	SBE	J.H. Findorff & Son Inc.	Masonry	\$ 1,408,440		
LF Green Development LLC	S/DBE	Michels Corporation	Construction Staking	\$ 3,717		
Marek Landscaping LLC	DBE	Edgerton Contractors Inc.	Erosion Control	\$ 4,784		
Nuvo Construction Company Inc.	S/DBE	Michels Corporation	Pile Material Supplier	\$ 314,680		
Price and Sons Inc.	S/DBE	J. F. Ahern Co.	Plumbing Material Supplier	\$ 44,236		
Rams Contracting LTD	DBE	Bohmann & Vick Inc.	Trucking	\$ 10,000		
Renegade Trucking LLC	SBE	Lake Edge Logistics LLC	Trucking	\$ 9,600		
Sanchez Painting Contractors Inc.	SBE	J.H. Findorff & Son Inc.	Painting	\$ 85,004		
Sirrah Construction Co. LLC	SBE	Stark Pavement Corporation	Concrete Curb & Gutter	\$ 9,650		

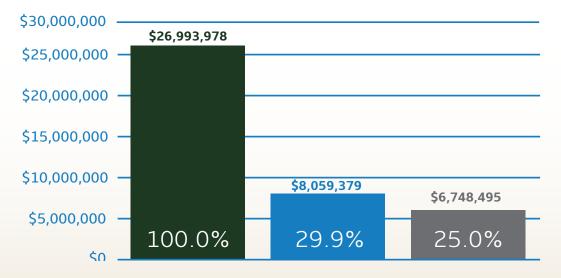
Table Continued on page 18

## Block 7 Parking Structure Construction Inclusion (Continued)

#### Table 8 (Continued)

SBE, DBE, SDB, OR 8(a) FIRMS	SBE, DBE, SDB or 8(a)	SUBCONTRACTOR TO	SERVICE PERFORMED	CONTRACT AMOUNT		PA	MOUNT ID THRU 30/2016				
Sonag Ready Mix LLC	SBE	CG Schmidt, Inc.	Ready Mix Concrete	\$	1,400,626						
Sonag Ready Mix LLC	SBE	Michels Corporation	Ready Mix Concrete	\$	40,950	\$	14,785				
Sonag Ready Mix LLC	SBE	J.H. Findorff & Son Inc.	Ready Mix Concrete	\$	138,000						
Sonag Ready Mix LLC	SBE	Stark Pavement Corporation	Ready Mix Concrete	\$	32,000						
South Star Inc.	S/DBE	Lake Edge Logistics LLC	Trucking	\$	1,600						
To Be Determined				\$	1,077,781						
TOTAL INCLUSION AND AMOUNT PAID				\$	8,059,379	\$	40,537				
INCLUSION AS A % OF CONSTRUCTION (	OSTS SUBJ	ECT TO INCLUSION			29.9%						
INCLUSION AS A % OF CONSTRUCTION F	PAYMENTS	MADE					8.3%				
CONSTRUCTION COST SUBJECT TO INCLUSION \$ 26,993,978											
TOTAL CONSTRUCTION PAYMENTS THRO	DUGH SEPT	EMBER 30, 2016			TOTAL CONSTRUCTION PAYMENTS THROUGH SEPTEMBER 30, 2016						

**Block 7 Parking Structure Construction Inclusion** 



#### Construction Profiles



Epoxy coated deck and column rebar installed on

#### Choice Construction

Brian Mitchell, President of Choice Construction Companies, Inc., got his start in the construction business early on, first working as an estimator out of Plain, Wisconsin, and then as a civil engineer. Before purchasing Choice Construction in 2007, he founded and ran his own company, Brian A. Mitchell Construction, for over 25 years.

Choice Construction is a minority-owned union steel erection firm that was founded in 1994. Today, it boasts a team of 50 employees, and has contracted more than \$100 million to date. The Choice Construction team has contributed to a wide variety of highly visible projects across Wisconsin, including the Hoan Bridge, Northwestern Mutual Tower and Commons, Westin Hotel, and Summerfest grounds, to name a few. While most of Choice Construction's projects are located in the Southeastern Wisconsin region, they've crossed state the Block 7 Parking Structure by Choice Construction. boundaries to lend their expertise in other parts of the country.

The firm is proud to be a part of the Arena project, recognizing the significance of the opportunity to "participate in the rebuilding of the Milwaukee skyline," as Mitchell says. They are tasked with installing reinforcing steel in the Arena, Block 7 Parking Structure, and Froedtert & Medical College of Wisconsin Sports Science Center; installing post tensioning steel in the Block 7 Parking Structure and Froedtert & Medical College of Wisconsin McKinley Health Center; as well as the placing of structural steel and precast elements in the Arena.

While working on such large project has come with a unique set of challenges, Mitchell shares that it has pushed the firm to maintain the high level of coordination and attention to detail they are accustomed to providing. These attributes, in addition to their dependability, superior service, and experienced crew help the firm stand out against competition. "The versatility of the work we do and our knowledge of all aspects of the trade are what truly sets us apart," Mitchell shares.

Despite their level of success, Mitchell recognizes that there is always more to learn. He urges business owners hoping to grow their company to "do your homework, and don't be afraid to turn down work that doesn't fit you or that isn't profitable." Choice Construction Companies, Inc., is a testament to the validity of these principals.



Robb Diekfuss, Project Scientist and Asbestos Supervisor of LF Green staking Bucks Arena.

#### LF Green Development LLC

Founded in 2008, LF Green Development LLC is an environmental consulting firm that offers services including environmental investigations, hazardous materials management, contracting and construction projects, and more. While most of their work is concentrated in Wisconsin, LF Green Development has lent their expertise on sites in parts of Illinois, Michigan, and Virginia. The firm has built a strong reputation through their participation on a number of highly visible projects such as the Echelon Apartments in Wauwatosa, as well as the Pabst buildings.

Linda Fellenz, President of LF Green Development, brings a wealth of knowledge to her team having acquired nearly 20 years of experience in the industry. Of the company's involvement on the Block 7 Parking Structure, she shares her excitement saying, "The experience has been awesome! We hope this might lead to future opportunities." For the new parking structure, LF Green Development's primary task was the construction staking.

Since working on the Block 7 Parking Structure, Fellenz and her team have had a few important lessons reinforced. First, "Always look for opportunities to develop relationships with other companies. Small firms like can get overlooked without established relationships." Fellenz makes sure to prioritize time spent on business development, regularly attending functions and bid walkthroughs.

When asked what sets her firm apart from the competition, Fellenz wastes no time in responding that the key to their success is that every employee has an invested stake in the company, and that each member of their tight-knit family works hard to promote the work they're doing. She also recognizes the importance of patience and selectivity when growing a business. "You can't expect to do it all. It's best to focus on 1 or 2 tasks to specialize in, and remember that its ok to pick and choose clients."

Table 9 - Total RPP Participation Through September 30, 2016					
Total Construction Hours	35,878.5				
RPP Target Based on Total Hours (multiplied by 40%)	14,351.4				
Applicable RPP Goal	40%				
Total RPP Construction Hours	15,173.0				
Monitoring Above (Below) Goal	821.6				
RPP Percentage (Total RPP Construction Hours/Total Construction Hours Worked)	42.3%				

#### **Total Residents Preference Program (RPP) Inclusion**

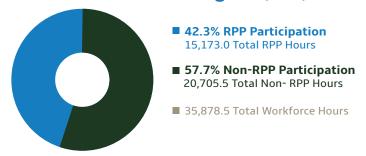
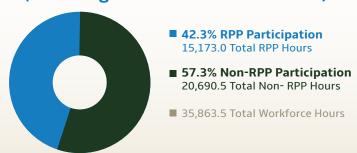


Table 10 - Total RPP Participation (excluding Non-Wisconsin residents) through September 30, 2016				
Total Construction Hours	35,878.5			
Less Hours Worked by Non-Wisconsin Residents	-15.0			
Construction Hours Worked by Wisconsin Residents Only	35,863.5			
Applicable RPP Goal	40%			
RPP Target Based on Total Hours (multiplied by 40%)	14,345.4			
Total RPP Construction Hours	15,173.0			
Monitoring Above (Below) Goal	827.6			
RPP Participation Percentage (Excluding non-Wisconsin residents)	42.3%			

# Total Residents Preference Program (RPP) Inclusion (Excluding Non-Wisconsin Residents)



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."

## New Milwaukee Arena Total RPP Inclusion through September 30, 2016

Table 11 - New Milwaukee Arena: RPP Inclusion by Contractor through September 30, 2016

CONTRACTOR	SUBCONTRACTOR TO	SERVICE PERFORMED	WORKFORCE HOURS	RPP INCLUSION HOURS
M. A. Mortenson Company	General Contractor	Concrete	7,509.5	1,869.0
Balistreri Environmental & Development Inc.	Veit & Company Inc.	Hazardous Material Remediation	68.0	34.0
Chenery Brothers Inc.	M. A. Mortenson Company	Damproofing & Waterproofing	7.5	0.0
Choice Construction Companies Inc.	M. A. Mortenson Company/JP Cullen/Staff Electric Co. Inc.	Concr Reinf & PT Installation	977.0	570.0
D. F. Tomasini Contractors Inc.	Staff Electric Co. Inc/ Rams Contracting LTD.	Excavation	1,929.0	742.5
Deangelis Construction LLC	Rams Contracting, LTD.	Concrete	373.3	240.5
Grunau Company	M. A. Mortenson Company	HVAC	261.3	122.3
Hooper Corporation	M. A. Mortenson Company	Plumbing	226.0	0.0
Michels Corp.	Rams Contracting LTD.	Site Remediation, Piles Caissons	22.5	0.0
Michels Corporation	M. A. Mortenson Company	Dynamic Compaction and Deep Foundations/Piles	5,569.5	2,264.0
Midstate Traffic Control	M. A. Mortenson Company	Traffic Control	2.0	0.0
Northway Fence Inc.	M. A. Mortenson Company	Temporary Fence/ Installation	128.0	0.0
PJ's Trucking LLC.	D.F Tomasini Contractors Inc.	Trucking	125.3	0.0
Payne & Dolan, Inc	Rams Contracting LTD.	Earthwork/Site Utilities	127.8	11.0
Rams Contracting LTD.	M. A. Mortenson Company	Earthwork/Site Utilities	4,655.3	2,566.3
South Star Inc.	Rams Contracting LTD.	Trucking	776.5	370.8
Staff Electric Co. Inc.	M. A. Mortenson Company/ Hooper Corporation	Electrical	1,561.5	912.0
Theresa Tremmel Trucking LLC	Rams Contracting, LTD.	Trucking	1,732.5	1,378.0
Tremmel - Anderson Trucking LLC	Veit & Company Inc.	Trucking	47.8	30.5
United Construction & Fence LLC	Northway Fence Inc.	Temporary Fence/ Installation	441.5	176.5
United States Alliance Fire Protection Inc.	D. F. Tomasini Contractors Inc.	Fire Protection	3.0	0.0
Veit & Company Inc.	M. A. Mortenson Company	Demolition/Abatement	358.0	301.5
TOTAL WORKFORCE HOURS			26,902.5	11,588.8
RPP PERCENTAGE REQUIREMENT			40.0%	
RPP PERCENTAGE TO DATE			43.1%	

## New Milwaukee Arena Total RPP Inclusion through September 30, 2016

Table 12 - New Milwaukee Arena: Total RPP by Zip Codes & Trade

Carpenter  Cement Finisher	1 1	53208	178.5
	1		2.3.3
		53215	90.5
Cement Finisher	1	53219	377.0
Cement Finisher	1	53223	175.5
	1	53218	45.0
	1	53210	160.0
Electrician	1	53218	292.5
Electrician	3	53220	296.5
	1	53221	163.0
Fence Erector	1	53204	176.5
	4	53215	218.5
	1	53216	111.0
Ironworker	1	53219	21.0
Hollworker	1	53221	2.0
	1	53222	34.5
	1	53223	106.5
	1	53227	76.5
Piledriver	1	53206	123.0
Piledriver	1	53216	183.0
Steamfitter	1	53213	122.3
	2	53204	19.0
	2	53205	122.0
	3	53206	42.0
Truck Driver	2	53207	246.5
	1	53208	19.5
	10	53209	265.5
	5	53210	677.3

## New Milwaukee Arena Total RPP Inclusion through September 30, 2016

Table 12 (Continued)

Trade	# OF RPP WORKERS	ZIP CODE	TOTAL RPP HOURS THROUGH 9/30/16
	1	53211	28.5
	2	53212	44.5
	8	53215	158.8
	6	53216	524.5
	6	53218	149.3
- 15:	3	53219	89.8
Truck Driver	1	53220	28.8
	1	53221	7.3
	3	53222	603.5
	3	53223	85.3
	1	53224	15.0
	4	53225	506.0
	1	53208	62.0
	1	53209	128.5
	1	53212	269.0
	1	53213	320.5
Laborer	3	53215	369.5
	1	53216	296.5
	2	53218	195.0
	2	53219	592.5
	2	53220	423.0
	1	53215	11.0
Heavy Equipment Operator	1	53218	617.3
	4	53219	509.0
	2	53211	861.5
Project Engineers	1	53212	347.5
	112	TOTAL	11,588.8

#### New Milwaukee Arena RPP Profiles



#### Bryant Harris - Apprentice

A second opportunity isn't always granted. Especially when referring to something worth having. Fortunately, Bryant Harris was given such an opportunity and he is making the most of it. In referring to the construction industry, first year Laborers' apprentice Bryant Harris states, "They'll run you off if you let 'em."

From 2007 – 2010 work as a construction tradesman in the greater Milwaukee area was hard to find. Bryant Harris had previously left an apprenticeship as an Electrician with IBEW 494 to become a Laborers' apprentice with Local 113 when work industrywide became harder to get. It was during this period Bryant Harris decided to leave an apprenticeship he had put over two years into. He traded his hard hat for a position in factory work only to learn he hated it. "I was always inside; I like to be outside. That's what I like about construction," says Bryant.

Now Bryant is starting over. He is back in the first year of his Laborers' apprenticeship. He is working for M.A. Mortenson Company, one of the largest builders in the country. "Now I'm here (working on the Milwaukee Bucks new arena). Working here will keep me on the big projects," says Bryant.

Bryant may not be enjoying the success he has recently if not for the Residence Preference Program (RPP). Has the program helped him secure employment? "Definitely, a lot of times that's the first thing they (employers) ask about." He has used his certification to secure employment with high profile builders Payne and Dolan and has worked on large projects such as the Moderne Luxury Apartments.

On working on a project that is redeveloping the city. "I love it! I'm building a legacy for me. I can walk around down here and say I helped build this arena, and that hotel. I'm hoping my son can come do this too." Bryant says it is easier now for him to pay his bills and save money. "I like not living paycheck to paycheck. it's booming right now; the work will be strong for five to ten years."



#### David Jablonski – Journeyman Carpenter

David Jablonski is a journeyman carpenter and Residents Reference Program participant working on the Milwaukee Bucks Arena Project. David has been busy helping the project's prime contractor, M.A. Mortenson Company, set up its on-site command center. His duties have included framing doorways and building decks and plan tables that will be utilized for the duration of the project. He anticipates building forms for concrete pours in the coming weeks.

The joy that David takes in construction work has helped him stay connected to his family. He started building things in his childhood, when he and his twin brother would develop their own so-called "projects" around the family home. Now as he nears the latter part of his career, he is working side by side with his son Sam, who recently completed his carpentry apprenticeship, and is also employed by M.A. Mortenson.

"The redeveloping of the city has changed so much here; I enjoy coming downtown with my wife; it's got so many neat things going on," says David. "I often point out to my family the projects that I have worked on when riding through the city. It's cool to be able to say I worked on that project and it's a great looking building now."

Having spent more than half of his construction career working for M.A. Mortenson, David takes pride in the fact that he has built a great career and relationship with the company. He anticipates working with them until he retires, which may be in the next five or so years.

Noting the importance of safety regulations, David indicated that M.A. Mortenson shows great proactive concern for its employees. "Before we start work, everyone stretches and meets with the foreman to go over the pre-task safety plans.".

"I have been successful as a carpenter and now working with my son over the last few years, I have a lot to teach and pass on to him. I feel lucky to be in this position, which makes you feel proud," David said, smiling ear to ear.

## Block 7 Parking Structure: RPP Inclusion by Contractor through September 30, 2016

Table 13 - Block 7 Parking Structure: RPP Inclusion by Contractor through September 30, 2016

CONTRACTOR	SUBCONTRACTOR TO	SERVICE PERFORMED	WORKFORCE HOURS	RPP INCLUSION HOURS
J.H. Findorff & Son, Inc.	General Contractor	CIP Foundations	3,306.5	1,442.0
3G Trucking, LLC	Lake Edge Logistics, LLC	Trucking	8.0	8.0
Bohmann-Vick, Inc.	J.H. Findorff & Son, Inc.	Utilities	221.0	88.0
Choice Construction Companies, Inc.	J.H. Findorff & Son, Inc.	Install, Reinforcing Steel/ Bridge Work	1,052.5	560.0
David's M Trucking	Guin's Trucking, LLC	Trucking	7.2	7.2
Edgerton Contractors, Inc.	J.H. Findorff & Son, Inc.	Earthwork	1,565.5	138.0
EFH Trucking, LLC	Lake Edge Logistics, LLC	Trucking	119.9	119.9
Gonzalez E, LLC	EFH Trucking, LLC	Trucking	269.4	253.3
Guin's Trucking, LLC	EFH Trucking, LLC	Trucking	22.0	22.0
J.F. Ahern Co.	J.H. Findorff & Son Inc.	Plumbing/HVAC	53.0	24.0
Keen Trucking, LLC	EFH Trucking, LLC	Trucking	3.8	3.8
Luz Mercado Trucking, LLC	EFH Trucking, LLC	Trucking	186.6	186.6
MCE Trucking, LLC	EFH Trucking, LLC	Trucking	3.8	3.8
Michels Corp.	J.H. Findorff & Son, Inc.	Piles	1,752.0	665.0
Renegade Trucking, LLC	Lake Edge Logistics, LLC	Trucking	7.0	7.0
RTA Trucking, LLC	EFH Trucking LLC	Trucking	3.8	3.8
South Star Inc.	Lake Edge Logistics LLC	Trucking	61.0	52.0
Uihlein Electric Co., Inc.	CG Schmidt, Inc.	Underground Electrical	97.0	0.0
Zander Solutions	J.H. Findorff & Son, Inc.	Waterproofing	7.8	0.0
Zenith Tech, Inc.	Edgerton Contractors, Inc.	Earthwork	228.5	0.0
TOTAL WORKFORCE HOURS			8,976.0	3,584.2
RPP PERCENTAGE REQUIREMENT			40.0%	
RPP PERCENTAGE TO DATE			39.9%	

## Block 7 Parking Struture: Total RPP By Zip Codes & Trade September 30, 2016

Table 14 - Block 7 Parking Structure: Total RPP by Zip Codes & Trade

Trade	# OF RPP WORKERS	ZIP CODE	TOTAL RPP HOURS THROUGH 9/30/16
Carpenter	1	53206	226.0
	1	53210	106.0
	1	53219	361.0
	1	53227	130.0
Cement Finisher	1	53219	64.5
	1	53208	122.0
	4	53215	217.0
Ironworker	1	53216	55.5
tronworker	1	53219	1.0
	1	53222	70.0
	1	53227	94.5
Piledriver	1	53206	253.5
Plumber	1	53204	24.0
	2	53204	273.6
	1	53207	3.8
	1	53208	6.8
	3	53210	24.8
	1	53214	3.8
Truck Driver	7	53215	132.4
	1	53216	14.0
	2	53219	173.1
	1	53220	14.0
	Ī	53221	7.7
	1	53222	7.0
	1	53223	6.5
	1	53204	206.5
Laborer	1	53207	196.5
Table Continued on page 27			

## Block 7 Parking Struture: Total RPP By Zip Codes & Trade September 30, 2016

Table 14 (Continued) - Block 7 Parking Structure: Total RPP by Zip Codes & Trade

Trade	# OF RPP WORKERS	ZIP CODE	TOTAL RPP HOURS THROUGH 9/30/16
Laborer	1	53209	12.5
	1	53216	68.0
	1	53218	3.0
	1	53219	205.0
	1	53223	138.0
	1	53227	274.5
Heavy Equipment Operator	1	53207	45.5
	1	53224	42.5
	48	TOTAL	3,584.20



Photo of Grid Line A Foundatioin Wall

## Block 7 Parking Structure RPP Profile



#### William Coleman — Journeyman Carpenter

It is rare that a person enters into a career as a construction tradesman and knows what to expect the first day on the job. William Coleman, currently of C.G. Schmidt, had spent six years in the United States Navy as a carpenter in their construction battalion affectionately known as the C-Bs.

After deciding he was not going to continue with his Navy career, William headed straight for the Carpenters' Local 264 in Pewaukee. "Right now there is a big demand and not enough people in construction. So I'm telling my cousins and a lot of people I know and they just don't want to take that extra step. Everyone wants an office and air conditioning."

Having been a journeyman for the last seven years has William thinking about taking a step forward in his career. "The next level for me would probably be a foreman or a lead guy." He also hinted he may go back to school on the G.I. Bill and pursue a career as a project manager. He knows he doesn't intend on leaving construction any time soon.

William will be the first to tell you "Part of the payoff for working construction is you get out of it what you put in. So if you're a hard worker you will always have a job.

William has been RPP Certified for eleven years now. When asked if the certification helped him gain employment he stated flatly "Yes it helped me get in, but once you get in the door it's all performance."

He has been with C.G. Schmidt for two straight years now. Prior to making column and deck forms for the concrete being poured to make up the Milwaukee Bucks Parking Structure, C.G. Schmidt had William working at Northwestern Mutual performing the same task. Due to his work ethic and his status as an RPP journeyman he was immediately placed within the company in September when his northwestern Mutual assignment was complete.

William sees his future as being bright. He is looking forward to continuing with his present employer and possibly being promoted within the company. "We are making history. Building our city up, you know, it's gonna be a prime downtown like Chicago and other big cities."

And we'll get there. Thanks to young Milwaukeeans like William Coleman.



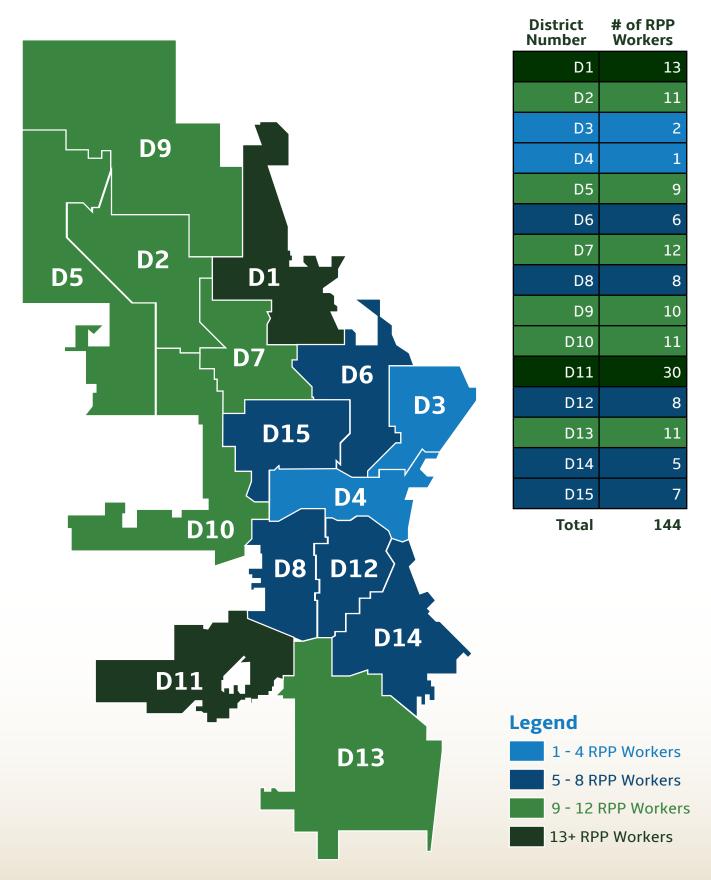
#### Jaren Brezovar – Apprentice Carpenter

Jaren Brezovar, a native of Wisconsin, first started working in construction after graduating from high school. Upon completion of high school, Jaren started his apprenticeship in carpentry, networked with a few companies and landed a position with J.H. Findorff & Sons Inc.

Jaren comes from a family of construction workers. Jaren's dad worked as an operator and now he is following in his brother's footsteps who is also a (foreman) carpenter. "Although the high demand of overtime is intense, I am learning a lot," says Jaren. His duties so far on the project have been in preparation of the concrete pour. "I plan to make working in construction a career and becoming a foreman like my brother," says Jaren.

Jaren has recently had some major changes in his life. "Having a good paying job and benefits have helped me save money, catch up on bills, take care of my family and my newborn child," says Jaren. He also mentioned how many jobs the rebuilding of the (Milwaukee) Bucks project will bring to the city as well as bringing a lot of people out to see our team play.

## RPP by Aldermanic Districts



This map shows district numbers. Refer to chart for number of RPP workers

