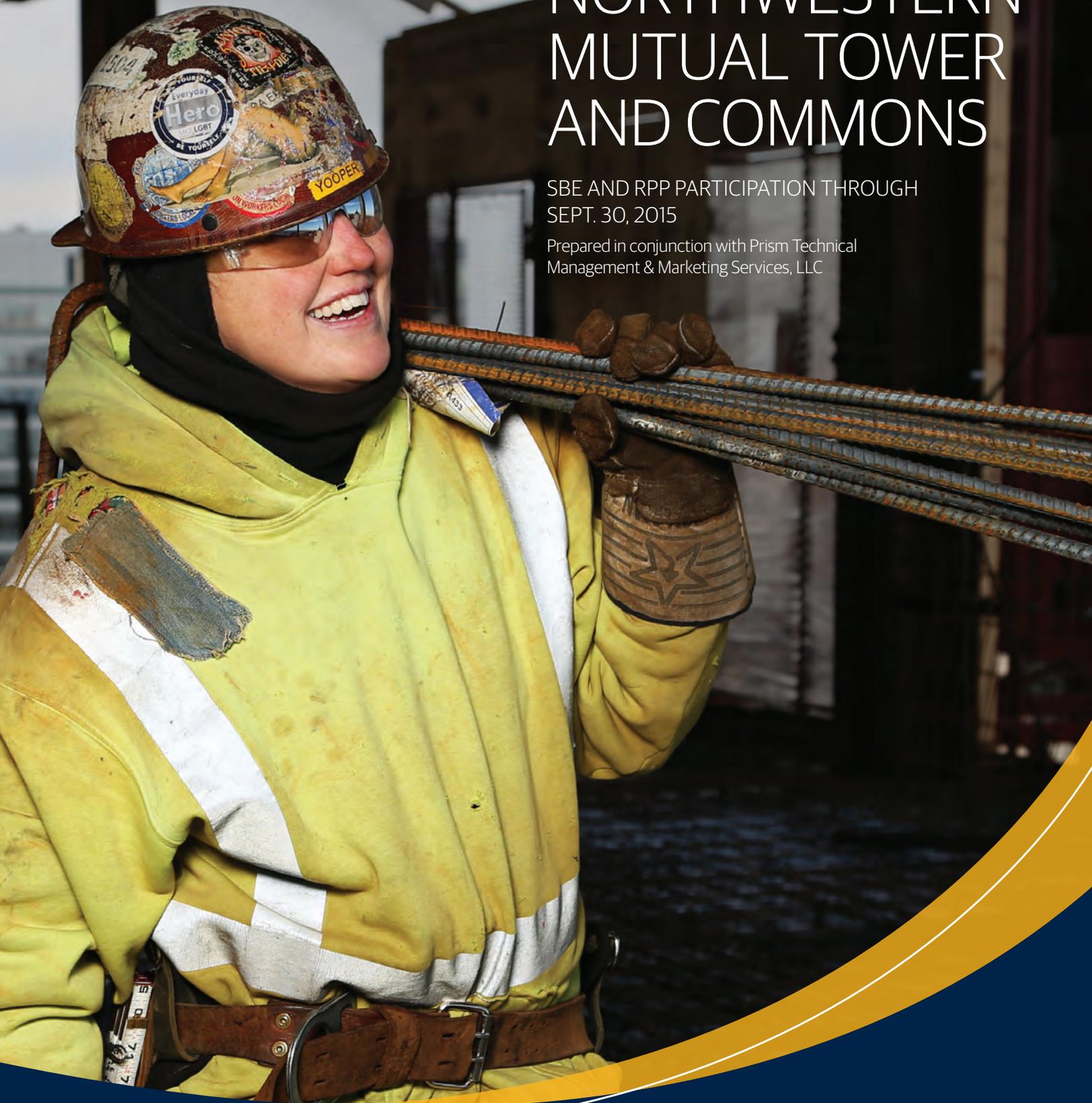


# THE NORTHWESTERN MUTUAL TOWER AND COMMONS

SBE AND RPP PARTICIPATION THROUGH  
SEPT. 30, 2015

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





# TABLE OF CONTENTS

EXECUTIVE SUMMARY .....	2
OUR STORY .....	7
SMALL BUSINESS ENTERPRISE RESULTS .....	10
SBE Total Participation .....	12
SBE Professional Services Providers .....	17
SBE Construction Providers .....	18
RESIDENTS PREFERENCE PROGRAM .....	22
RPP Participation by Contractor .....	24
RPP Participation by Trade .....	28
MILWAUKEE ALDERMANIC DISTRICT MAP .....	33
APPRENTICESHIP PROGRAM .....	34

## ON THE COVER:

**MELISSA EMERSON-FROEBE** became a journeyman in October after working with Choice Construction for five months as an RPP iron worker. Her job duties include rod busting and reinforcing concrete. The day we took her picture, she was securing metal rods on the 12th floor of The Tower.

"Living in Milwaukee and working on projects in my city is a great thing to share. I take a lot of pride in it," she said. "I never had this type of feeling

until I was in construction. It is a brother/sisterhood type of industry."

Melissa moved to Milwaukee in 2006 and attended MATC to learn welding. She believes training and mentoring are important for women. "I'd like to see training for women improved because this type of work is brand new for some of us. Mentoring is a big part of it. I have mentors from the 70s that have paved my way, and this has helped me tremendously."



## SECTION 1

# EXECUTIVE SUMMARY

Our decision to build a signature development 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

---

Small Business Enterprises in Milwaukee have been awarded \$105.9 million in contracts and commitments, or 31.8 percent of the total value of applicable construction and professional services contracts to date.

---

Milwaukee residents eligible under the Residents Preference Program (RPP) have performed 44.2 percent of the construction hours on the project to date.

Northwestern Mutual is committed to Milwaukee's success.

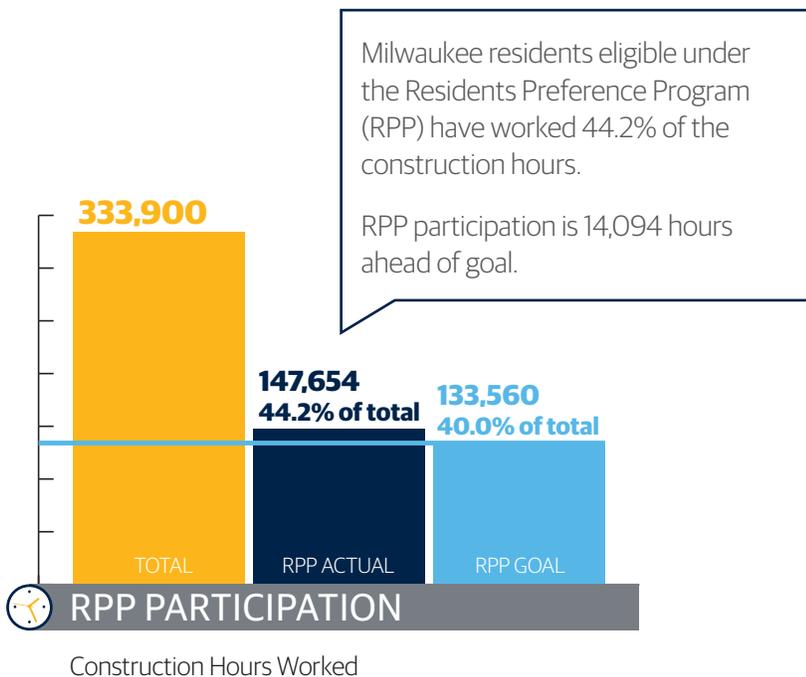
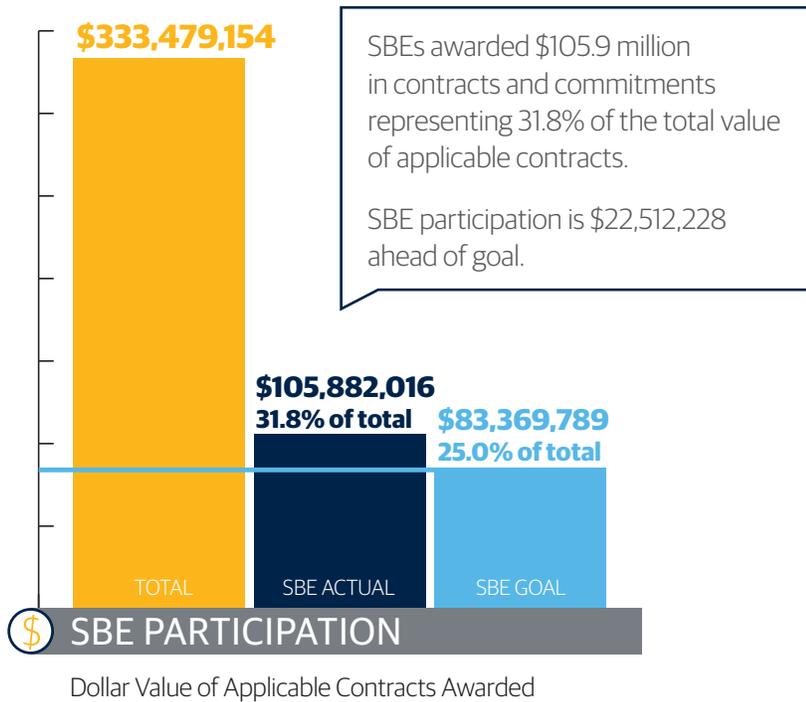
Whether it's our promise to keep or add 3,000 good-paying jobs at our downtown headquarters; the millions of dollars in philanthropic donations we make in the area; our partnerships in the Amani, Metcalfe Park and Muskego Way neighborhoods; or working hard to make sure local small businesses get the chance to help build our new Tower and Commons, it's all our way of saying, "We Believe in Milwaukee!"

We promised by the end of our building project in 2017 that 25.0 percent of the total value of applicable contracts awarded to build our Tower and Commons 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).

Recognizing that each quarter along the way we may be somewhat above or below the ultimate goal, we are pleased to report that we are ahead of these goals as of Sept. 30, 2015.

# Northwestern Mutual Tower and Commons Construction

Start of Project through Sept. 30, 2015

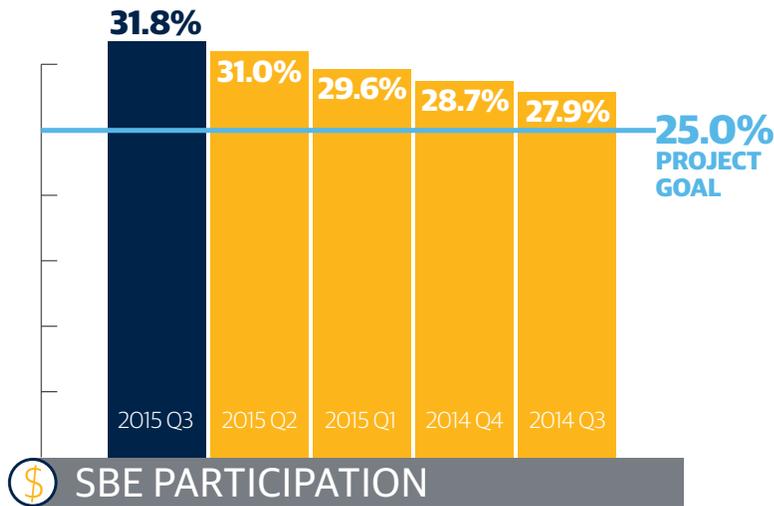


## PROJECT HIGHLIGHTS

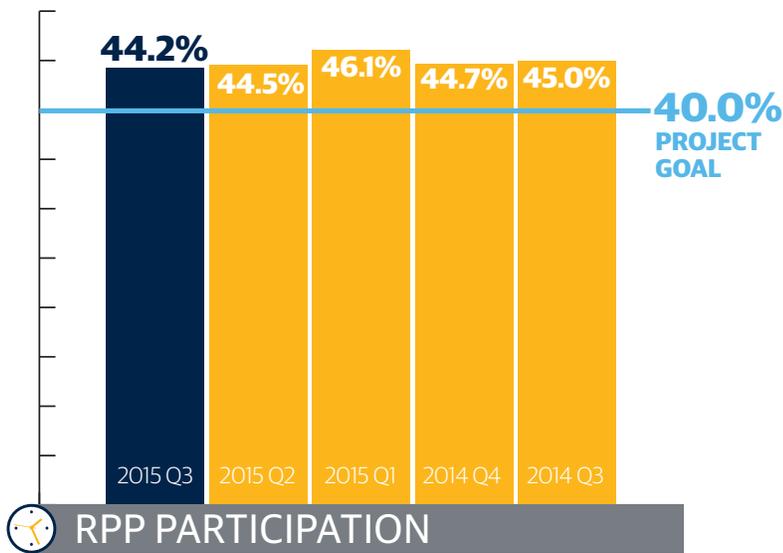
- \$333.5 million in applicable contracts awarded.
- \$105.9 million in contracts and commitments (31.8 percent of total) awarded to City of Milwaukee Small Business Enterprises (SBEs), exceeding 25.0 percent goal.
- Residents Preference Program (RPP) participation is ahead of goal. Milwaukee residents eligible under RPP have worked 44.2 percent of construction hours.
- 355 City of Milwaukee residents hired through RPP.
- 107 apprentices working on project.
- Outreach to more than 100 community-based organizations to help ensure project participation from diverse segments of the Milwaukee community.
- 29 informational sessions highlighted contracting opportunities; nearly 600 businesses and organizations attended.
- Support given to Wisconsin Regional Training Partnership/ BIG STEP on more than 60 community events and workforce fairs, attracting more than 3,200 city residents. More than 595 event attendees have entered career pathways and accessed apprenticeship readiness, pre-employment and training services with WRTP/BIG STEP.

# Northwestern Mutual Tower and Commons Construction

Start of Project through Sept. 30, 2015



Percentage of Applicable Contract Dollar Value Awarded to SBEs



Percentage of Construction Hours Worked by RPP Participants

## PROJECT STATUS

AS OF SEPT. 30, 2015

- Commons completely framed in steel and attached to The Tower.
- Glass and stone curtain wall installation gaining speed.
- Concrete core and steel frame of Tower grow weekly; external elevator called a "skip hoist" installed.
- Tower crane's first expansion lifts it to 312 feet from original height of 181 feet.
- Nine 14,000-pound bow trusses lifted into place to support future atrium skylight.
- Atrium skylight glass arrives and installation begins.

### LOOKING AHEAD

- Mayor Tom Barrett speaks to 75 apprentices and other workers inside The Commons to recognize National Apprenticeship Week.
- Installation of The Tower's glass curtain wall begins.
- Workforce grows to more than 500 workers on the site.
- Safety record reaches 500 days without a work-loss injury.
- Tower core reaches level 24; structural steel to level 21.



# Northwestern Mutual Tower and Commons Construction

---

## Participation Performance Report

This Northwestern Mutual Tower and Commons Participation Performance Report details Northwestern Mutual's progress toward meeting the goals of the Human Resources Agreement it has with the City of Milwaukee. In constructing the 1.1 million-square-foot expansion of its downtown Milwaukee office complex, Northwestern Mutual has 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 has engaged a building design, construction and consulting team that understands the critical importance we have 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

# OUR STORY

Northwestern Mutual has called Milwaukee home since 1859.

Today, more than 4.3 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  
Public dining and visitors center  
Community access

**3,000 DOWNTOWN MILWAUKEE JOBS RETAINED OR ADDED THROUGH CAMPUS EXPANSION**



1942: Defense Bonds and Stamps were the price of admission for the Variety Defense Show, featuring employee talent.



1958: Company volunteers serve as mentors to Krib Keepers Company, a Junior Achievement business.



1968: An employee conducts weekly English classes to new immigrants at the International Institute.

## We've grown up with Milwaukee as our hometown for nearly 160 years.

We are stewards of our communities by bringing together groups of people and organizations and leveraging the power of our employees, field and financial resources to improve the lives of children and families.

A. In September, we announced a \$1.1 million donation to three of Milwaukee's most at-risk neighborhoods: Amani, Metcalfe Park and Muskego Way. Our donation supports four goals: safe neighborhoods, healthy and thriving children and youth, strong families and quality education. To help increase the quality of education citywide, we made a \$1.7 million investment to dozens of Milwaukee education programs.

B. To help ensure our literacy efforts also reach after-school programs, we partnered with World Festivals, Inc. (Summerfest) on the Make a Child Smile promotion on July 4. The first 1,500 people who donated new or gently used children's books with a \$10 minimum value received free admission to Summerfest for that day. As a result of that effort, we were able to donate more than 5,000 books to the Boys & Girls Clubs of Milwaukee.



## SECTION 3

# SMALL BUSINESS ENTERPRISE RESULTS

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, are an integral part of creating our Tower and Commons.

TABLE 1: SBE PARTICIPATION LEVEL

Start of Project through Sept. 30, 2015

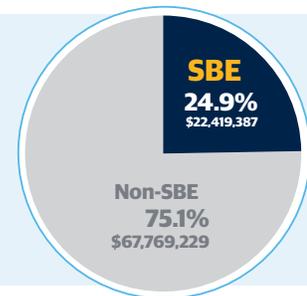
TOTAL VALUE OF APPLICABLE CONTRACTS AWARDED		\$333,479,154	
	GOAL	ACTUAL	STATUS
<b>SBE Participation Percentage</b>	25.0%	31.8%	+6.8
<b>Value of SBE Contracts Awarded</b>	\$83,369,789	\$105,882,016	+\$22,512,228



## CONTRACT PAYMENTS MADE

SBEs have received 24.9 percent or \$22,419,387 of applicable project contract payments made through Sept. 30, 2015. Payments on

contracts awarded will continue to be made throughout the project as work is completed.



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

## SMALL BUSINESS ENTERPRISES

Constructing a high-rise office building requires a wide variety of construction-related services. We're proud to involve 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 to date. For ease of reference, we have also broken out the SBE professional services providers (see Table 3, page 17) from the SBE construction providers (see Table 4, page 18).

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

SBE FIRM	SUBCONTRACTOR TO	TRADE/DESCRIPTION OF WORK	TOTAL CONTRACT AMOUNT	AMOUNT PAID THROUGH 9/30/15
<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 (VDTA)	Fitness Architectural Services/CD Production	\$ 109,400	\$ 70,920
<b>American Design Inc.</b>	Valerio Dewalt Train Associates (VDTA)	Office Architectural Services/CD Production	\$ 638,735	\$ 244,180
<b>Arrow-Crete Construction LLC</b>	Globe Contractors Inc.	Concrete	\$ 104,987	\$ 104,987
<b>Arteaga Construction Inc.</b>	Langer Roofing & Sheet Metal Inc.	Labor and Materials	\$ 1,322,538	\$ -
<b>Arteaga Construction Inc.</b>	Veit & Co. Inc.	Crane	\$ 24,080	\$ 24,080
<b>ASAP Fastening Systems Inc.</b>	Construction Supply & Erection	Supplier of Various Fasteners	\$ 2,497	\$ 2,497
<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	\$ 250,000	\$ 190,435
<b>Barrientos Design &amp; Consulting Inc.</b>	Kendall/Heaton Associates	Van Buren Bridge Project	\$ 166,610	\$ 149,262
<b>Best Erectors Inc.</b>	Grunau Co. Inc.	Installation/Erection	\$ 2,625,000	\$ 156,286
<b>Best Erectors Inc.</b>	Klein-Dickert Milwaukee Inc.	Interior Glass	\$ 668,068	\$ -
<b>Best Erectors Inc.</b>	Midwest Stairs and Iron Inc.	Miscellaneous Metals	\$ 1,083,597	\$ 83,764
<b>BestEd Business</b>	Gilbane   C.G. Schmidt Inc.	Safety Protection	\$ 14,556	\$ 14,556
<b>BMR Design Group Inc.</b>	USA Fire Protection Inc.	Professional Services	\$ 203,309	\$ 128,212
<b>Choice Construction Co. Inc.</b>	C.G. Schmidt Inc.	Welded Wire Fabric Reinforcing	\$ 1,916,616	\$ 1,724,954
<b>Choice Construction Co. Inc.</b>	Ceco Concrete Construction LLC	Rebar Installation	\$ 873,000	\$ 493,478
<b>Choice Construction Co. Inc.</b>	LeJeune Steel Co.	Steel Erection	\$ 7,180,000	\$ 2,581,222

(CONTINUED ON PAGE 13)

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

SBE FIRM	SUBCONTRACTOR TO	TRADE/DESCRIPTION OF WORK	TOTAL CONTRACT AMOUNT	AMOUNT PAID THROUGH 9/30/15
<b>Con-Cor Co. Inc.</b>	C.G. Schmidt Inc.	Concrete Cutting	\$ 1,139	\$ 1,139
<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>	Munson Inc.	Core-Drilling Floor	\$ 5,775	\$ 5,775
<b>Con-Cor Co. Inc.</b>	Staff Electric Co. Inc.	Labor and Material Coring	\$ 10,350	\$ 10,350
<b>Con-Cor Co. Inc.</b>	Veit & Co. Inc.	Saw Cutting	\$ 5,760	\$ 5,760
<b>Con-Cor Co. Inc.</b>	Veit & Co. Inc.	Concrete Sawing	\$ 170,630	\$ 170,630
<b>Continuum Architects &amp; Planners S.C.</b>	Kendall/Heaton Associates	Code Review and Permit Expediting Services	\$ 31,320	\$ 24,430
<b>Continuum Architects &amp; Planners S.C.</b>	Kendall/Heaton Associates	Old North Office Building Basement	\$ 97,265	\$ 79,757
<b>Continuum Architects &amp; Planners S.C.</b>	Kendall/Heaton Associates	South Office Building	\$ 15,979	\$ 4,325
<b>DAAR Engineering Inc.</b>	Construction Supply & Erection	Survey Work	\$ 21,120	\$ 21,120
<b>DAAR Engineering Inc.</b>	Gilbane   C.G. Schmidt Inc.	Site Survey	\$ 299,561	\$ -
<b>DAAR Engineering Inc.</b>	LeJeune Steel Co.	Surveying	\$ 25,194	\$ 25,194
<b>Dairyland Electric Co. Inc.</b>	Grunau Co. Inc.	Plumbing Labor/Supplier	\$ 809,933	\$ -
<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>	Staff Electric Co. Inc.	Electrical	\$ 3,321,679	\$ 98,141
<b>Dairyland Electric Co. Inc.</b>	Staff Electric Co. Inc.	Install & Furnish Tie/Data	\$ 1,926,242	\$ -
<b>Dakota Intertek Corp.</b>	Giles Engineering Associates Inc.	Labor and Hand Augering Services	\$ 3,411	\$ 3,411
<b>Duwe Metal Products Inc.</b>	Benson Industries Inc.	Shop and Field Labor and Miscellaneous Metals	\$ 15,867,515	\$ 257,289
<b>Duwe Metal Products Inc.</b>	Gilbane   C.G. Schmidt Inc.	Acoustic Screen Wall	\$ 60,304	\$ 60,304
<b>EKG Trucking LLC</b>	Globe Contractors Inc.	Trucking and Permits	\$ 470,302	\$ 470,302
<b>Equity Supply Group LLC</b>	Thorne Associates Inc.	Framing and Drywall Materials	\$ 1,500,000	\$ 162,436
<b>ERAbernathy Industrial Inc.</b>	Gilbane C.G. Schmidt Inc.	Safety Protection	\$ 5,280	\$ 1,286
<b>Fusion Integrated Solutions LLC</b>	HMA Consultants Inc.	Construction Services	\$ 45,000	\$ 3,680
<b>Greenfire Management Services LLC</b>	Gilbane   C.G. Schmidt Inc.	Project Engineering Services	\$ 166,400	\$ 140,800

(CONTINUED ON PAGE 14)

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

SBE FIRM	SUBCONTRACTOR TO	TRADE/DESCRIPTION OF WORK	TOTAL CONTRACT AMOUNT	AMOUNT PAID THROUGH 9/30/15
<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	\$ 30,426	\$ 30,426
<b>Hetzel Tile &amp; Marble Inc.</b>	Gilbane   C.G. Schmidt Inc.	Hard Tile/Interior Stone Installation	\$ 3,504,087	\$ 145,800
<b>Hetzel-Sanfilippo Inc.</b>	Gilbane   C.G. Schmidt Inc.	Miscellaneous General Conditions	\$ 72,760	\$ 65,484
<b>Hetzel-Sanfilippo Inc.</b>	Gilbane   C.G. Schmidt Inc.	Mock Up	\$ 464,898	\$ 418,490
<b>Hetzel-Sanfilippo Inc.</b>	Thorne Associates Inc.	Framing and Drywall	\$ 2,100,000	\$ 135,422
<b>Hiram Power Electric</b>	Staff Electric Co. Inc.	Furnish Electrical Fixtures	\$ 2,573,142	\$ -
<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	\$ -
<b>House of Stone Inc.</b>	Structures Hardscapes Specialists	Masonry	\$ 461,420	\$ -
<b>Hurt Electric Inc.</b>	Staff Electric Co. Inc.	Install and Furnish Distribution and UPS	\$ 5,653,284	\$ 2,657,981
<b>HVA Products Inc.</b>	Grunau Co. Inc.	Fuel Controls	\$ 19,250	\$ -
<b>IBC Engineering Services Inc.</b>	Alvine Engineering	MEP Engineering for Tower Center TI	\$ 495,760	\$ 395,760
<b>IBC Engineering Services Inc.</b>	Aquatic Design & Engineering Inc.	Electrical Engineering	\$ 33,275	\$ 27,675
<b>IBC Engineering Services Inc.</b>	Sebesta Blomberg & Associates	Mechanical and Electrical Commissioning Services	\$ 45,760	\$ 3,960
<b>JCP Construction LLC</b>	Gilbane   C.G. Schmidt Inc.	Foundation Waterproofing	\$ 3,605,835	\$ 1,661,248
<b>JCP Construction LLC</b>	Thorne Associates Inc.	Framing/Drywall/Labor	\$ 2,100,000	\$ 62,412
<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	\$ 7,503,167	\$ 368,809
<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	\$ 14,760
<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	\$ 127,349	\$ 103,656
<b>Milwaukee Metal Products Co.</b>	Terra Engineering & Construction Corp.	Tieback Bearing Plates	\$ 4,692	\$ 4,692

(CONTINUED ON PAGE 15)

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

SBE FIRM	SUBCONTRACTOR TO	TRADE/DESCRIPTION OF WORK	TOTAL CONTRACT AMOUNT	AMOUNT PAID THROUGH 9/30/15
<b>Natural Athletic Turf LLC</b>	Stano Landscaping	Hardscape Restoration	\$ 50,850	\$ 50,850
<b>Nuvo Construction Co. Inc.</b>	C.G. Schmidt Inc.	Concrete	\$ 3,100,000	\$ 2,120,270
<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	\$ 134,880
<b>P.L. Freeman Co.</b>	Terra Engineering & Construction Corp.	Wales	\$ 104,848	\$ 104,848
<b>Price &amp; Sons Inc.</b>	Staff Electric Co. Inc.	Miscellaneous Supplier	\$ 2,133,120	\$ 255,791
<b>Prism Technical Management &amp; Marketing Services LLC</b>	Northwestern Mutual	HR Consultant	\$ 546,155	\$ 387,312
<b>Quorum Architects Inc.</b>	Kendall/Heaton Associates	Graphics/Wayfinding Consultant	\$ 239,490	\$ 175,419
<b>Quorum Architects Inc.</b>	The Office of James Burnett	Associate Landscape Architects	\$ 218,230	\$ 118,070
<b>Rams Contracting Ltd.</b>	Veit & Co. Inc.	Trucking	\$ 12,513	\$ 12,513
<b>Rinka Chung Architecture Inc.</b>	BuroHappold Consulting Engineers PC	Solar Reflectivity Site Assessment	\$ 6,000	\$ 3,536
<b>Rinka Chung Architecture Inc.</b>	Kendall/Heaton Associates	North Parking Garage	\$ 58,000	\$ 15,510
<b>Rinka Chung Architecture Inc.</b>	Valerio Dewalt Train Associates (VDTA)	Identity Center Café Architectural Services	\$ 64,450	\$ 9,500
<b>Rinka Chung Architecture Inc.</b>	Valerio Dewalt Train Associates (VDTA)	Credit Union Architectural Services	\$ 66,150	\$ 54,435
<b>Rockwell Mechanical LLC</b>	Grunau Co. Inc.	HVAC Labor/Supplier	\$ 4,865,885	\$ 281,415
<b>Rockwell Mechanical LLC</b>	J.F. Ahern Co.	Chiller Procurement/Installation	\$ 418,380	\$ 418,380
<b>Security Officer Services Inc.</b>	Gilbane   C.G. Schmidt Inc.	Site Security	\$ 195,000	\$ 113,808
<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 LLC	Concrete Material	\$ 980,000	\$ 292,022
<b>Spann &amp; Associates LLC</b>	Gilbane   C.G. Schmidt Inc.	Project Engineering Services	\$ 173,680	\$ 168,127
<b>Thomas A. Mason Co. Inc.</b>	All-Tech Decorating Co.	Painting	\$ 805,040	\$ -
<b>Thomas A. Mason Co. Inc.</b>	G3 Technologies Inc.	Floor Installation	\$ 1,485,933	\$ -
<b>Thomas A. Mason Co. Inc.</b>	Gilbane   C.G. Schmidt Inc.	Soft Flooring	\$ 1,952,941	\$ -
<b>Thomas A. Mason Co. Inc.</b>	Thorne Associates Inc.	Taping Labor	\$ 2,100,000	\$ 5,942
<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	\$ 227,644	\$ 227,644

(CONTINUED ON PAGE 16)

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

SBE FIRM	SUBCONTRACTOR TO	TRADE/DESCRIPTION OF WORK	TOTAL CONTRACT AMOUNT	AMOUNT PAID THROUGH 9/30/15
Valente Transport Inc.	Veit & Co. Inc.	Trucking/Disposal	\$ 828,802	\$ 828,802
Valente Transport Inc.	Veit & Co. Inc.	Trucking	\$ 760,581	\$ 760,581
Vizcaino's Trucking LLC	Globe Contractors Inc.	Trucking	\$ 127,324	\$ 127,324
Vizcaino's Trucking LLC	Veit & Co. Inc.	Trucking	\$ 20,164	\$ 20,164
Vizcaino's Trucking LLC	Veit & Co. Inc.	Trucking	\$ 267,734	\$ 267,734
ZS LLC	Applied Technical Services Inc.	Façade Access Design Services	\$ 62,975	\$ 54,593
ZS LLC	Entuitive Corp.	Building Enclosure Sub-Consultant	\$ 42,950	\$ 11,130
ZS LLC	Gilbane   C.G. Schmidt Inc.	Engineering Services	\$ 40,000	\$ 39,840
ZS LLC	Kendall/Heaton Associates	Structural Engineering	\$ 23,124	\$ 23,124
ZS LLC	Magnusson Klemencic Associates	Structural Engineering	\$ 212,750	\$ 212,750
ZS LLC	Northwestern Mutual	Laser Scanning Services	\$ 51,000	\$ 51,000
ZS LLC	Novum Structures LLC	Laser Scanning Services	\$ 5,470	\$ 5,470
<b>TO BE DETERMINED</b>	TO BE DETERMINED	TO BE DETERMINED	\$ 4,983,967*	\$ -
<b>TOTAL SBE PARTICIPATION</b>			<b>\$ 105,882,016</b>	<b>\$ 22,419,387</b>
<b>% OF APPLICABLE CONTRACT VALUE AWARDED</b>			<b>31.8%</b>	
<b>% OF APPLICABLE PAYMENTS MADE</b>				<b>24.9%</b>
<b>TOTAL ADJUSTED CONSTRUCTION AND PROFESSIONAL SERVICES PROVIDER PARTICIPATION</b>			<b>\$ 333,479,154</b>	<b>\$ 90,188,616</b>

\* Prime contractors and subcontractors have been awarded contracts that include \$4.98 million for SBEs yet to be named.



### SECURITY OFFICER SERVICES INC.

Security Officer Services has provided security to schools, parking lots, special events and hotels since 2000. When Diana Kuhrt's only partner retired in 2014, the company officially became a woman-owned business. Five of the company's 50 officers protect The Tower and Commons construction site after business hours. Gaining this contract has helped her company grow.

"We have more business now that we have Northwestern Mutual on our résumé," she said. "We're scheduling

more hours for our officers, and we have increased our staff. We just had our best year in five years."

Diana is one of four participants in the Business Capacity Building Program on which Northwestern Mutual partners with the City of Milwaukee. She said the program has given her confidence. "When my partner was retiring, it was scary," she said. "Being a woman in security, I questioned whether I was strong enough to hold my own with national and global companies. Now I know I am."

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 9/30/15
<b>American Design Inc.</b>	Valerio Dewalt Train Associates (VDTA)	Fitness Architectural Services/CD Production	\$ 109,400	\$ 70,920
<b>American Design Inc.</b>	Valerio Dewalt Train Associates (VDTA)	Office Architectural Services/CD Production	\$ 638,735	\$ 244,180
<b>Barrientos Design &amp; Consulting Inc.</b>	Kendall/Heaton Associates	Van Buren Bridge Project	\$ 166,610	\$ 149,262
<b>Continuum Architects &amp; Planners S.C.</b>	Kendall/Heaton Associates	Code Review and Permit Expediting Services	\$ 31,320	\$ 24,430
<b>Continuum Architects &amp; Planners S.C.</b>	Kendall/Heaton Associates	Old North Office Building Basement	\$ 97,265	\$ 79,757
<b>Continuum Architects &amp; Planners S.C.</b>	Kendall/Heaton Associates	South Office Building	\$ 15,979	\$ 4,325
<b>Fusion Integrated Solutions LLC</b>	HMA Consultants Inc.	Construction Services	\$ 45,000	\$ 3,680
<b>IBC Engineering Services Inc.</b>	Alvine Engineering	MEP Engineering for Tower Center TI	\$ 495,760	\$ 395,760
<b>IBC Engineering Services Inc.</b>	Aquatic Design & Engineering Inc.	Electrical Engineering	\$ 33,275	\$ 27,675
<b>IBC Engineering Services Inc.</b>	Sebesta Blomberg & Associates	Mechanical and Electrical Commissioning Services	\$ 45,760	\$ 3,960
<b>Prism Technical Management &amp; Marketing Services LLC</b>	Northwestern Mutual	HR Consultant	\$ 546,155	\$ 387,312
<b>Quorum Architects Inc.</b>	Kendall/Heaton Associates	Graphics/Wayfinding Consultant	\$ 239,490	\$ 175,419
<b>Quorum Architects Inc.</b>	The Office of James Burnett	Associate Landscape Architects	\$ 218,230	\$ 118,070
<b>Rinka Chung Architecture Inc.</b>	BuroHappold Consulting Engineers PC	Solar Reflectivity Site Assessment	\$ 6,000	\$ 3,536
<b>Rinka Chung Architecture Inc.</b>	Kendall/Heaton Associates	North Parking Garage	\$ 58,000	\$ 15,510
<b>Rinka Chung Architecture Inc.</b>	Valerio Dewalt Train Associates (VDTA)	Identity Center Café Architectural Services	\$ 64,450	\$ 9,500
<b>Rinka Chung Architecture Inc.</b>	Valerio Dewalt Train Associates (VDTA)	Credit Union Architectural Services	\$ 66,150	\$ 54,435
<b>ZS LLC</b>	Applied Technical Services Inc.	Façade Access Design Services	\$ 62,975	\$ 54,593
<b>ZS LLC</b>	Entuitive Corp.	Building Enclosure Sub-Consultant	\$ 42,950	\$ 11,130
<b>ZS LLC</b>	Magnusson Klemencic Associates	Structural Engineering	\$ 212,750	\$ 212,750
<b>ZS LLC</b>	Northwestern Mutual	Laser Scanning Services	\$ 51,000	\$ 51,000
<b>TOTAL SBE PROFESSIONAL SERVICES PROVIDER PARTICIPATION</b>			<b>\$ 3,424,965</b>	<b>\$ 2,274,914</b>
<b>% OF APPLICABLE PROFESSIONAL SERVICES CONTRACT VALUE AWARDED</b>			<b>34.6%</b>	
<b>% OF APPLICABLE PROFESSIONAL SERVICES PAYMENTS MADE</b>			<b>26.9%</b>	
<b>TOTAL ADJUSTED APPLICABLE PROFESSIONAL SERVICES PROVIDER PARTICIPATION</b>			<b>\$ 9,907,493*</b>	<b>\$ 8,462,304*</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 is in the capable hands of the construction contractors and subcontractors. They are responsible for preparing the construction site and erecting the building that

will change the shape of our Milwaukee skyline. 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 9/30/15
<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	\$ 1,322,538	\$ -
<b>ASAP Fastening Systems Inc.</b>	Construction Supply & Erection	Supplier of Various Fasteners	\$ 2,497	\$ 2,497
<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	\$ 250,000	\$ 190,435
<b>Best Erectors Inc.</b>	Grunau Co. Inc.	Installation/Erection	\$ 2,625,000	\$ 156,286
<b>Best Erectors Inc.</b>	Midwest Stairs and Iron Inc.	Miscellaneous Metals	\$ 1,083,597	\$ 83,764
<b>Best Erectors Inc.</b>	Klein-Dickert Milwaukee Inc.	Interior Glass	\$ 668,068	\$ -
<b>BestEd Business</b>	Gilbane   C.G. Schmidt Inc.	Safety Protection	\$ 14,556	\$ 14,556
<b>BMR Design Group Inc.</b>	USA Fire Protection Inc.	Professional Services	\$ 203,309	\$ 128,212
<b>Choice Construction Co. Inc.</b>	C.G. Schmidt Inc.	Welded Wire Fabric Reinforcing	\$ 1,916,616	\$ 1,724,954
<b>Choice Construction Co. Inc.</b>	Ceco Concrete Construction LLC	Rebar Installation	\$ 873,000	\$ 493,478
<b>Choice Construction Co. Inc.</b>	LeJeune Steel Co.	Steel Erection	\$ 7,180,000	\$ 2,581,222
<b>Con-Cor Co. Inc.</b>	C.G. Schmidt Inc.	Concrete Cutting	\$ 1,139	\$ 1,139
<b>Con-Cor Co. Inc.</b>	Globe Contractors Inc.	Sawing	\$ 14,011	\$ 14,011
<b>Con-Cor Co. Inc.</b>	Munson Inc.	Core-Drilling Floor	\$ 5,775	\$ 5,775
<b>Con-Cor Co. Inc.</b>	Staff Electric Co. Inc.	Labor and Material Coring	\$ 10,350	\$ 10,350
<b>Con-Cor Co. Inc.</b>	Veit & Co. Inc.	Saw Cutting	\$ 5,760	\$ 5,760
<b>Con-Cor Co. Inc.</b>	Veit & Co. Inc.	Concrete Sawing	\$ 170,630	\$ 170,630
<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	\$ 299,561	\$ -
<b>DAAR Engineering Inc.</b>	Construction Supply & Erection	Survey Work	\$ 21,120	\$ 21,120

(CONTINUED ON PAGE 19)

TABLE 4: SBE CONSTRUCTION PROVIDERS (CONTINUED)

SBE FIRM	SUBCONTRACTOR TO	TRADE/DESCRIPTION OF WORK	TOTAL CONTRACT AMOUNT	AMOUNT PAID THROUGH 9/30/15
<b>Dairyland Electric Co. Inc.</b>	Grunau Co. Inc.	Plumbing Labor/Supplier	\$ 809,933	\$ -
<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>	Staff Electric Co. Inc.	Electrical	\$ 3,321,679	\$ 98,141
<b>Dairyland Electric Co. Inc.</b>	Staff Electric Co. Inc.	Install & Furnish Tie/Data	\$ 1,926,242	\$ -
<b>Duwe Metal Products Inc.</b>	Benson Industries Inc.	Shop and Field Labor and Miscellaneous Metals	\$ 15,867,515	\$ 257,289
<b>Duwe Metal Products Inc.</b>	Gilbane   C.G. Schmidt Inc.	Acoustic Screen Wall	\$ 60,304	\$ 60,304
<b>EKG Trucking LLC</b>	Globe Contractors Inc.	Trucking and Permits	\$ 470,302	\$ 470,302
<b>ER Abernathy Industrial Inc.</b>	Gilbane   C.G. Schmidt Inc.	Safety Protection	\$ 5,280	\$ 1,286
<b>Equity Supply Group LLC</b>	Thorne Associates Inc.	Framing and Drywall Materials	\$ 1,500,000	\$ 162,436
<b>Greenfire Management Services LLC</b>	Gilbane   C.G. Schmidt Inc.	Project Engineering Services	\$ 166,400	\$ 140,800
<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 & Helical Piers	\$ 27,929	\$ 27,929
<b>Hawk Construction LLC</b>	Veit & Co. Inc.	Hydro Excavation	\$ 30,426	\$ 30,426
<b>Hetzel Tile &amp; Marble Inc.</b>	Gilbane   C.G. Schmidt Inc.	Hard Tile/Interior Stone Installation	\$ 3,504,087	\$ 145,800
<b>Hetzel-Sanfilippo Inc.</b>	Gilbane   C.G. Schmidt Inc.	Miscellaneous General Conditions	\$ 72,760	\$ 65,484
<b>Hetzel-Sanfilippo Inc.</b>	Gilbane   C.G. Schmidt Inc.	Mock Up	\$ 464,898	\$ 418,490
<b>Hetzel-Sanfilippo Inc.</b>	Thorne Associates Inc.	Framing and Drywall	\$ 2,100,000	\$ 135,422
<b>Hiram Power Electric</b>	Staff Electric Co. Inc.	Furnish Electrical Fixtures	\$ 2,573,142	\$ -
<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	\$ -
<b>House of Stone Inc.</b>	Structures Hardscapes Specialists	Masonry	\$ 461,420	\$ -
<b>Hurt Electric Inc.</b>	Staff Electric Co. Inc.	Install and Furnish Distribution and UPS	\$ 5,653,284	\$ 2,657,981
<b>HVA Products Inc.</b>	Grunau Co. Inc.	Fuel Controls	\$ 19,250	\$ -
<b>JCP Construction LLC</b>	Gilbane   C.G. Schmidt Inc.	Foundation Waterproofing	\$ 3,605,835	\$ 1,661,248
<b>JCP Construction LLC</b>	Thorne Associates Inc.	Framing/Drywall/Labor	\$ 2,100,000	\$ 62,412

(CONTINUED ON PAGE 20)

TABLE 4: SBE CONSTRUCTION PROVIDERS (CONTINUED)

SBE FIRM	SUBCONTRACTOR TO	TRADE/DESCRIPTION OF WORK	TOTAL CONTRACT AMOUNT	AMOUNT PAID THROUGH 9/30/15
<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	\$ 7,503,167	\$ 368,809
<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	\$ 14,760
<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	\$ 127,349	\$ 103,656
<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>Nuvo Construction Co. Inc.</b>	C.G. Schmidt Inc.	Concrete	\$ 3,100,000	\$ 2,120,270
<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	\$ 134,880
<b>P.L. Freeman Co.</b>	Terra Engineering & Construction Corp.	Wales	\$ 104,848	\$ 104,848
<b>Price &amp; Sons Inc.</b>	Staff Electric Co. Inc.	Miscellaneous Supplier	\$ 2,133,120	\$ 255,791
<b>Rams Contracting Ltd.</b>	Veit & Co. Inc.	Trucking	\$ 12,513	\$ 12,513
<b>Rockwell Mechanical LLC</b>	Grunau Co. Inc.	HVAC Labor/Supplier	\$ 4,865,885	\$ 281,415
<b>Rockwell Mechanical LLC</b>	J.F. Ahern Co.	Chiller Procurement/Installation	\$ 418,380	\$ 418,380
<b>Security Officer Services Inc.</b>	Gilbane   C.G. Schmidt Inc.	Site Security	\$ 195,000	\$ 113,808
<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 LLC	Concrete Material	\$ 980,000	\$ 292,022
<b>Spann &amp; Associates LLC</b>	Gilbane   C.G. Schmidt Inc.	Project Engineering Services	\$ 173,680	\$ 168,127
<b>Thomas A. Mason Co. Inc.</b>	G3 Technologies Inc.	Floor Installation	\$ 1,485,933	\$ -
<b>Thomas A. Mason Co. Inc.</b>	Gilbane   C.G. Schmidt Inc.	Soft Flooring	\$ 1,952,941	\$ -
<b>Thomas A. Mason Co. Inc.</b>	Thorne Associates Inc.	Taping Labor	\$ 2,100,000	\$ 5,942
<b>Thomas A. Mason Co. Inc.</b>	All-Tech Decorating Co.	Painting	\$ 805,040	
<b>Tremmel-Anderson Trucking LLC</b>	New Berlin Grading Inc.	Earthwork	\$ 6,025	\$ 6,025

(CONTINUED ON PAGE 21)

TABLE 4: SBE CONSTRUCTION PROVIDERS (CONTINUED)

SBE FIRM	SUBCONTRACTOR TO	TRADE/DESCRIPTION OF WORK	TOTAL CONTRACT AMOUNT	AMOUNT PAID THROUGH 9/30/15
<b>Tremmel-Anderson Trucking LLC</b>	Veit & Co. Inc.	Trucking	\$ 227,644	\$ 227,644
<b>Valente Transport Inc.</b>	Veit & Co. Inc.	Trucking	\$ 760,581	\$ 760,581
<b>Valente Transport Inc.</b>	Veit & Co. Inc.	Trucking/Disposal	\$ 828,802	\$ 828,802
<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>ZS LLC</b>	Gilbane   C.G. Schmidt Inc.	Engineering Services	\$ 40,000	\$ 39,840
<b>ZS LLC</b>	Novum Structures LLC	Laser Scanning Services	\$ 5,470	\$ 5,470
<b>TO BE DETERMINED</b>	TO BE DETERMINED	TO BE DETERMINED	\$ 4,983,967*	\$ -
<b>TOTAL SBE CONSTRUCTION PROVIDER PARTICIPATION</b>			<b>\$ 102,457,052</b>	<b>\$ 20,144,473</b>
<b>% OF APPLICABLE CONSTRUCTION CONTRACT VALUE AWARDED</b>			<b>31.7%</b>	
<b>% OF APPLICABLE CONSTRUCTION PAYMENTS MADE</b>				<b>24.6%</b>
<b>TOTAL ADJUSTED CONSTRUCTION PROVIDER PARTICIPATION</b>			<b>\$ 323,571,661</b>	<b>\$ 81,726,312</b>

\* Prime contractors and subcontractors have been awarded contracts that include \$4.98 million for SBEs yet to be named.



**JCP CONSTRUCTION LLC**

JCP Construction is a general contracting business owned by brothers Jalen, James and Clifton Phelps. The company provides waterproofing, drywall, millwork and freezer installation services to The

Tower and Commons project and hires many employees through the city's Residents Preference Program (RPP).

Clifton, in charge of business development, said the company's involvement has brought new opportunities and helped them

to grow. "Northwestern Mutual's outreach and networking sessions enabled us to develop some great relationships that have led to new contracts," he said. In addition, the brothers were recently able to purchase a building and move their headquarters to the new location. Clifton believes other opportunities are also headed their way.

"We've gained a lot of knowledge working on this project, and we will continue to stay on marquee projects to keep our employees in Milwaukee working with whatever else Milwaukee brings," he said. "We're already on the forefront of talk for other big projects in the city, and we're confident we'll perform well on them."

## SECTION 4

# RESIDENTS PREFERENCE PROGRAM

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 is just another example of our leadership in strengthening our hometown community.

TABLE 5: RPP PARTICIPATION LEVEL

Start of Project through Sept. 30, 2015

TOTAL CONSTRUCTION HOURS		333,900	
	GOAL	ACTUAL	STATUS
<b>RPP Participation Percentage</b>	40.0%	44.2%	+4.2
<b>RPP Construction Hours</b>	133,560	147,654	+14,094



## CONTRACT HOURS WORKED

RPP construction hours worked represent 44.2% of all construction hours through Sept. 30, 2015.

RPP participation is 14,094 hours, or 4.2 percentage points, ahead of goal.

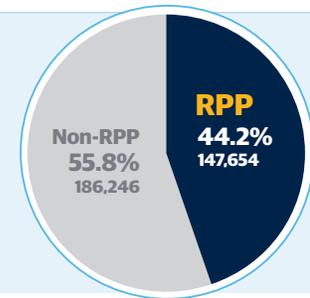


TABLE 6: RPP PARTICIPATION – EXCLUDING NON-WISCONSIN RESIDENTS

Start of Project through Sept. 30, 2015

TOTAL CONSTRUCTION HOURS WORKED		333,900	
<b>Less Hours Worked by Non-Wisconsin Residents</b>			(27,088)
<b>Construction Hours Worked by Wisconsin Residents Only</b>			306,811
<b>RPP Construction Hours</b>			147,654
<b>RPP Participation Percentage (excluding non-Wisconsin residents)</b>			48.1%

If the number of non-Wisconsin resident hours is subtracted from the total number of hours worked, RPP participation increases to 48.1 percent. While we are reporting 44.2 percent participation for the third quarter of 2015, 48.1 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.*

TABLE 7: RPP PARTICIPATION BY CONTRACTOR

CONTRACTOR	TRADE	ON-SITE CONSTRUCTION HOURS THROUGH 9/30/15			
		Projected RPP%	Total Hours	RPP Hours	RPP%
<b>All-Tech Decorating Co.</b>	Painting	0.0%	38.5	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	0.0%	8.0	8.0	100.0%
<b>Best Erectors Inc.</b>	Ironwork	0.0%	1,186.5	864.0	72.8%
<b>Best Erectors Inc.</b>	Misc. Metals	0.0%	1,769.8	1,107.5	62.6%
<b>Black Sand Trucking</b>	Trucking	0.0%	36.5	0.0	0.0%
<b>Bohmann &amp; Vick Inc.</b>	Plumbing	39.3%	1,557.5	443.5	28.5%
<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	457.5	43.7%
<b>C.G. Schmidt Inc.</b>	Site Concrete	40.0%	37,608.0	18,210.0	48.4%
<b>Ceco Concrete Construction LLC</b>	Concrete Area D Core	40.0%	18,547.0	3,748.0	20.2%
<b>Central Ceilings Systems Inc.</b>	Labor and Materials for ACT	40.0%	12.0	0.0	0.0%
<b>Central Ceilings Systems Inc.</b>	Tile Setter	0.0%	32.5	0.0	0.0%
<b>Chilstrom Erecting Corp.</b>	CIP Concrete	0.0%	61.0	54.5	89.3%
<b>Chilstrom Erecting Corp.</b>	Erecting	0.0%	44.0	16.0	36.4%
<b>Choice Construction Co. Inc.</b>	Rebar Installation	40.0%	12,089.5	5,349.5	44.2%
<b>Choice Construction Co. Inc.</b>	Steel Erection	42.0%	18,608.3	3,262.3	17.5%
<b>Choice Construction Co. Inc.</b>	Welded Wire Fabric Reinforcing	40.0%	16,560.0	7,632.0	46.1%
<b>Clean Cut Tree Service Inc.</b>	Landscaping	0.0%	64.0	0.0	0.0%
<b>Cleveland Marble Company</b>	Stone Installation	40.0%	136.0	0.0	0.0%
<b>Con-Cor Co. Inc.</b>	Sawing	0.0%	23.3	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%
<b>Construction Supply &amp; Erection</b>	Steel Erection	38.8%	20,359.5	7,084.5	34.8%
<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%	277.0	157.0	56.7%
<b>Dairyland Electric Co. Inc.</b>	Electrical	0.0%	948.5	948.5	100.0%
<b>Daniels Inc.</b>	Trucking	0.0%	7.3	0.0	0.0%

(CONTINUED ON PAGE 25)

TABLE 7: RPP PARTICIPATION BY CONTRACTOR (CONTINUED)

CONTRACTOR	TRADE	ON-SITE CONSTRUCTION HOURS THROUGH 9/30/15			
		Projected RPP%	Total Hours	RPP Hours	RPP%
<b>Dnesco Electric Inc.</b>	Electrical	0.0%	1100	0.0	0.0%
<b>Duwe Metal Products Inc.</b>	Acoustic Screen Wall	0.0%	160	0.0	0.0%
<b>Duwe Metal Products Inc.</b>	Mock Up	0.0%	475	0.0	0.0%
<b>Duwe Metal Products Inc.</b>	Site Installation Labor	0.0%	3,055.0	1,004.0	32.9%
<b>EKG Trucking LLC</b>	Trucking and Permits	70.0%	1,807.5	1,807.5	100.0%
<b>Elite Environmental 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%	100	0.0	0.0%
<b>Gilbane   C.G. Schmidt Inc.</b>	General Contractors	40.2%	13,766.0	6,354.0	46.2%
<b>Globe Contractors Inc.</b>	General Contractors	15.0%	4,997.5	1,672.0	33.5%
<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%	19,571.8	7,711.8	39.4%
<b>Grunau Co. Inc.</b>	Plumbing	0.0%	117.0	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%	5.5	0.0	0.0%
<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%	1,871.5	377.5	20.2%
<b>Hetzel-Sanfilippo Inc.</b>	Miscellaneous General Conditions	33.3%	641.0	203.5	31.7%
<b>Hetzel-Sanfilippo Inc.</b>	Mock Up	42.6%	1,000.5	470.5	47.0%
<b>High Voltage Maintenance</b>	Electrical	0.0%	73.5	0.0	0.0%
<b>Hurt Electric Inc.</b>	Electrical	0.0%	1,623.8	1,503.8	92.6%
<b>Insulation Industries Inc.</b>	HVAC Labor/Material	0.0%	311.0	234.0	75.2%
<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%	1,768.0	1,734.0	98.1%
<b>JCP Construction LLC</b>	Carpentry	0.0%	1,033.5	751.5	72.7%

(CONTINUED ON PAGE 26)

TABLE 7: RPP PARTICIPATION BY CONTRACTOR (CONTINUED)

CONTRACTOR	TRADE	ONSITE CONSTRUCTION HOURS THROUGH 9/30/15			
		Projected RPP%	Total Hours	RPP Hours	RPP%
<b>Kay &amp; Sons LLC</b>	Carpentry	0.0%	220	0.0	0.0%
<b>KMI Construction LLC</b>	Masonry	40.0%	2,292.0	811.0	35.4%
<b>KMI Construction LLC</b>	Masonry	0.0%	52.0	0.0	0.0%
<b>Langer Roofing &amp; Sheet Metal Inc.</b>	Roofing	0.0%	479.8	3.8	0.8%
<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>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>Midwest Stairs and Iron Inc.</b>	Roofing	0.0%	453.0	0.0	0.0%
<b>Mittelstadt LLC</b>	Trucking	0.0%	13.5	0.0	0.0%
<b>Morrow Equipment Co.</b>	Millwright	0.0%	210.5	0.0	0.0%
<b>Munson Inc.</b>	Fencing	40.2%	579.8	96.5	16.6%
<b>Munson Inc.</b>	Fencing	0.0%	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>P. J. Trucking Inc.</b>	Trucking	0.0%	8.3	0.0	0.0%
<b>Precise Excavating LLC</b>	Operating Engineer	0.0%	110.0	0.0	0.0%
<b>Rams Contracting Ltd.</b>	Trucking	0.0%	172.8	126.3	73.1%
<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%	4,553.8	0.0	0.0%
<b>Reynolds Rigging &amp; Crane Service Inc.</b>	Millwright	0.0%	9.3	0.0	0.0%
<b>Rockwell Mechanical LLC</b>	HVAC Supplier/Labor	0.0%	745.5	745.5	100.0%
<b>Rockwell Mechanical LLC</b>	Chiller Procurement/ Installation	0.0%	119.0	119.0	100.0%
<b>S.J. Stanley Trucking Inc.</b>	Trucking	0.0%	317.5	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	1,137.5	26.4%
<b>Security Officer Services Inc.</b>	Site Security	0.0%	6,931.9	6,483.8	93.5%

(CONTINUED ON PAGE 27)

TABLE 7: RPP PARTICIPATION BY CONTRACTOR (CONTINUED)

CONTRACTOR	TRADE	ONSITE CONSTRUCTION HOURS THROUGH 9/30/15			
		Projected RPP%	Total Hours	RPP Hours	RPP%
Smithstonian Materials	Trucking	0.0%	14.0	14.0	100.0%
Smithstonian Materials	Trucking	0.0%	80.8	80.8	100.0%
Staff Electric Co. Inc.	Electrical	40.8%	5,038.5	2,072.0	41.1%
Staff Electric Co. Inc.	Electrical	70.5%	727.0	331.5	45.6%
Staff Electric Co. Inc.	Electrical	0.0%	68.5	68.5	100.0%
Staff Electric Co. Inc.	Electrical	50.0%	12,864.8	9,318.8	72.4%
Stano Landscaping	Hardscape Restoration	0.0%	20.3	0.0	0.0%
State Painting Co.	Painting	0.0%	160.0	0.0	0.0%
Still Trucking	Trucking	0.0%	90.3	0.0	0.0%
Terra Engineering & Construction Corp.	Sheeting	0.0%	14,341.0	2,159.0	15.1%
Thomas A. Mason Co. Inc.	Taping	0.0%	30.5	8.0	26.2%
Thomas A. Mason Co. Inc.	Painting	0.0%	16.0	16.0	100.0%
Thomas A. Mason Co. Inc.	Taping	0.0%	71.0	0.0	0.0%
Thorne Associates Inc.	Drywall	29.6%	1,188.0	0.0	0.0%
Titan Building Co.	Carpenter	0.0%	551.0	130.5	23.7%
Tom's Truck Service	Trucking	0.0%	306.3	306.3	100.0%
Tom's Truck Service	Trucking	0.0%	205.5	205.5	100.0%
Treescapes Inc.	Landscaping	0.0%	8.8	0.0	0.0%
Tremmel-Anderson Trucking LLC	Trucking	0.0%	2,044.3	784.3	38.4%
Triada Employment Services LLC	Assembly Work	0.0%	7,731.1	7,731.1	100.0%
United Steel Works Inc.	Specialty Glazing in the Atrium	0.0%	1,160.0	784.0	67.6%
USA Fire Protection Inc.	Fire Protection	39.8%	1,396.5	437.0	31.3%
Valente Transport Inc.	Trucking	42.4%	466.8	154.5	33.1%
Valente Transport Inc.	Trucking/Disposal	0.0%	838.8	630.8	75.2%
Vandalae Services Inc.	Trucking	0.0%	43.0	0.0	0.0%
Veit & Co. Inc.	Earthwork	39.3%	24,215.8	13,411.5	55.4%
Veit & Co. Inc.	General Contractor	40.0%	29,679.5	13,812.5	46.5%
Veteran's Truck Line Inc.	Trucking	0.0%	63.0	0.0	0.0%
Vizcaino's Trucking LLC	Trucking	90.0%	1,063.5	1,000.8	94.1%
Weyker Excavating LLC	Trucking	0.0%	23.5	0.0	0.0%
Wilkin Insulation Co.	Fireproofing	30.0%	2,602.5	1,230.5	47.3%
Zien Inc.	Mechanical	0.0%	418.0	0.0	0.0%
<b>PROJECT TOTALS</b>		<b>40.0%</b>	<b>333,900.2</b>	<b>147,654.3</b>	<b>44.2%</b>

TABLE 8: RPP PARTICIPATION BY TRADE

TRADE	NUMBER OF RPP WORKERS	ZIP CODE	TOTAL RPP HOURS THROUGH 9/30/15
<b>Asbestos Abatement Worker (14)</b>	7	53204	945.0
	6	53215	1,145.5
	1	53234	307.0
<b>Bricklayer (7)</b>	1	53204	60.5
	1	53210	23.0
	1	53213	60.0
	3	53218	320.0
	1	53223	72.0
<b>Carpenter and Soft Floor Layer (42)</b>	1	53202	827.0
	1	53204	631.8
	2	53206	1,175.5
	1	53207	95.5
	3	53208	698.5
	2	53209	89.5
	1	53210	80.0
	1	53211	53.0
	2	53212	1,584.5
	1	53213	1,486.0
	1	53214	1,228.0
	3	53215	1,459.8
	2	53216	99.0
	4	53218	976.0
	1	53219	399.5
	4	53221	1,853.5
	4	53222	2,497.5
	1	53223	1,875.5
	3	53224	2,265.0
	2	53225	501.5
1	53227	1,156.0	
1	53233	330.0	
<b>Cement Mason/Concrete Finisher (10)</b>	1	53205	1,004.0
	2	53206	32.5
	1	53207	47.0
	1	53209	773.5
	1	53215	38.5

(CONTINUED ON PAGE 29)

TABLE 8: RPP PARTICIPATION BY TRADE (CONTINUED)

TRADE	NUMBER OF RPP WORKERS	ZIP CODE	TOTAL RPP HOURS THROUGH 9/30/15
	2	53219	921.5
	1	53222	118.5
	1	53224	948.5
<b>Drywall Taper or Finisher (3)</b>	1	53202	220
	1	53208	300
	1	53215	61.0
<b>Electrician (27)</b>	1	53202	2,052.0
	1	53204	123.0
	1	53205	400
	1	53206	624.0
	3	53207	534.5
	2	53208	334.3
	2	53210	503.3
	1	53212	57.0
	1	53215	120.0
	3	53216	1,506.0
	3	53218	765.5
	2	53219	2,172.5
	2	53220	2,558.0
	2	53221	2,416.5
	1	53222	405.0
	1	53225	728.5
<b>Fence Erector (4)</b>	2	53204	102.5
	1	53218	96.5
	1	53220	90.5
<b>General Laborer (104)</b>	1	53202	90
	10	53204	1,638.5
	3	53205	435.5
	6	53206	1,023.1
	9	53207	3,177.0
	1	53208	691.5
	9	53209	4,433.0
	2	53210	534.8
	3	53211	955.0
	6	53212	2,333.0
	2	53213	838.0

(CONTINUED ON PAGE 30)

TABLE 8: RPP PARTICIPATION BY TRADE (CONTINUED)

TRADE	NUMBER OF RPP WORKERS	ZIP CODE	TOTAL RPP HOURS THROUGH 9/30/15
	7	53215	2,321.0
	10	53216	3,966.5
	11	53218	2,403.5
	3	53219	3,378.5
	2	53220	774.0
	3	53221	5,718.5
	3	53222	337.0
	3	53224	1,101.5
	8	53225	2,582.3
	1	53228	944.5
	1	53233	70.0
<b>Heat or Frost Insulator (1)</b>	1	53204	234.0
<b>Heavy Equipment Operator (15)</b>	2	53207	371.0
	1	53209	16.0
	2	53211	2,734.5
	2	53212	449.0
	1	53215	980.5
	1	53218	850.0
	2	53219	1,912.0
	2	53222	652.0
	1	53224	189.5
	1	53225	3,090.5
<b>Ironworker (48)</b>	1	53201	811.5
	3	53204	1,935.5
	2	53205	112.5
	5	53206	2,043.8
	2	53207	495.8
	4	53208	2,386.8
	2	53209	2,001.0
	1	53210	440.8
	2	53211	753.0
	1	53213	600.3
	5	53215	2,163.8
	3	53218	1,873.0
	4	53219	3,826.3

(CONTINUED ON PAGE 31)

TABLE 8: RPP PARTICIPATION BY TRADE (CONTINUED)

TRADE	NUMBER OF RPP WORKERS	ZIP CODE	TOTAL RPP HOURS THROUGH 9/30/15
	3	53220	905.0
	3	53221	1,616.5
	1	53222	1,456.3
	4	53225	2,412.3
	1	53228	260.5
	1	53233	1,083.5
<b>Landscaper (1)</b>	1	53204	94.3
<b>Painter/Sprayer (2)</b>	1	53214	8.0
	1	53216	16.0
<b>Pipefitter (3)</b>	1	53207	54.5
	1	53216	586.0
	1	53225	16.0
<b>Plasterer (1)</b>	1	53225	325.0
<b>Plumber (9)</b>	1	53204	916.8
	1	53209	120.0
	1	53211	537.0
	1	53212	285.5
	2	53215	106.0
	1	53220	36.0
	2	53225	356.3
<b>Security (10)</b>	1	53206	596.3
	1	53208	1,970.0
	1	53212	919.7
	1	53215	937.2
	4	53216	1,309.1
	1	53218	13.0
	1	53225	738.5
<b>Sheet Metal Worker (9)</b>	3	53207	139.8
	1	53212	40.0
	1	53220	436.5
	1	53222	785.5
	1	53224	40.0
	2	53227	741.0
<b>Sprinkler Fitter (2)</b>	1	53208	303.0
	1	53220	134.0
<b>Steamfitter (10)</b>	1	53204	525.5

(CONTINUED ON PAGE 32)

TABLE 8: RPP PARTICIPATION BY TRADE (CONTINUED)

TRADE	NUMBER OF RPP WORKERS	ZIP CODE	TOTAL RPP HOURS THROUGH 9/30/15
	3	53207	855.5
	1	53213	883.3
	1	53215	778.0
	1	53219	431.0
	1	53222	12.0
	1	53224	119.0
	1	53225	305.5
<b>Truck Driver (47)</b>	1	53204	65.5
	2	53207	422.0
	3	53209	180.0
	2	53210	283.8
	2	53214	37.5
	14	53215	2,839.3
	2	53218	422.8
	4	53219	1,795.5
	7	53221	603.5
	2	53222	281.8
	6	53223	1,800.0
	2	53224	607.8
<b>TOTAL</b>	<b>369*</b>		<b>147,654.1</b>

**\*BECAUSE WORKERS MAY WORK IN MORE THAN ONE TRADE, THE TOTAL NUMBER LISTED HERE IS HIGHER THAN THE ACTUAL NUMBER. THE CONFIRMED NUMBER OF WORKERS EMPLOYED THROUGH THE RESIDENTS PREFERENCE PROGRAM IS 355.**



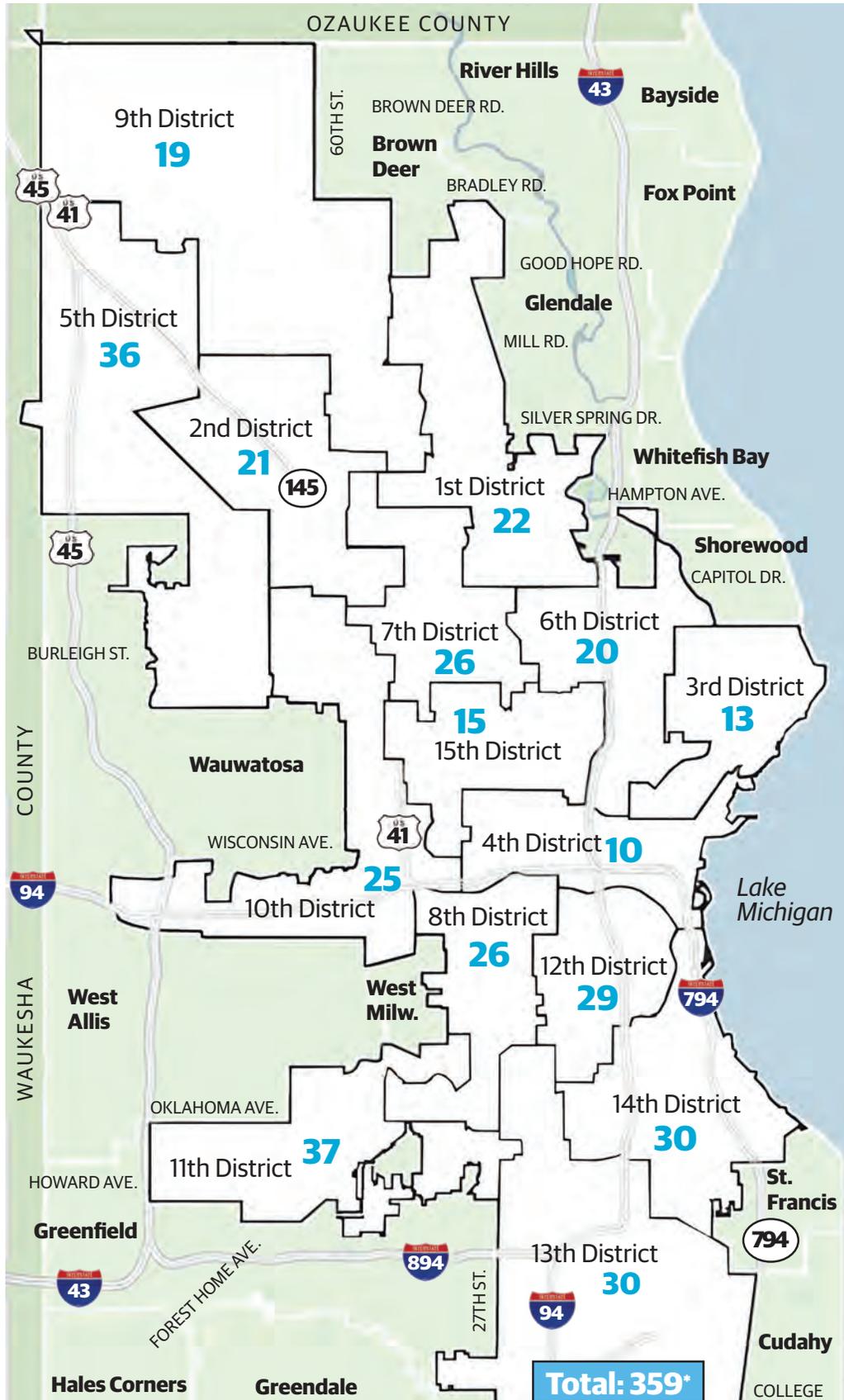
Jose Luis Martin, Jr. has worked on the Northwestern Mutual project as a journeyman iron worker for multiple contractors, most recently for United Steel Works. He sees iron working as a good choice for those who want a career and not just a job. "We take a lot of pride," he said.

He considers his Residents Preference Program (RPP) certification to be a plus. "It's helped me get work that I may not have had. There are not a lot of us in this trade that are RPP-certified." Being

a part of the redevelopment of the city is a source of pride for Jose. "When you see Milwaukee, you'll see Northwestern Mutual - and I can say I worked on this project."

While being an iron worker often requires those in the trade to travel to find work, right now Milwaukee is the place to be. "Milwaukee is booming with work right now, and I should be home for a while," Jose said.

DISTRIBUTION OF RPP-CERTIFIED WORKERS BY MILWAUKEE ALDERMANIC DISTRICT AS OF SEPT. 30, 2015



\*THE CONFIRMED NUMBER OF WORKERS EMPLOYED THROUGH THE RESIDENTS PREFERENCE PROGRAM IS 355. WORKERS WHO MOVED DURING THE PROJECT MAY INADVERTENTLY BE COUNTED IN MORE THAN ONE DISTRICT.

SECTION 5

# APPRENTICESHIP PROGRAM

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

# Apprenticeship Participation

Northwestern Mutual includes 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 are 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.

Daniel Stefonich is an iron worker apprentice with Best Erectors Inc. He followed his father and brother into the trade, and he envisions advancing his career and bettering his life from where it was a year ago.

Because Daniel had been incarcerated, he had difficulty finding employment. But he found construction unions willing to give him a chance. "I had written to the apprentice coordinator for Local 8 from jail. I took my Accuplacer test at the technical college and passed. WRTP/BIG STEP certified me as an RPP worker, and here I am on the Northwestern Mutual project."

Working on The Tower and Commons has given Daniel new hope. "I came a long way after prison, but I've learned that no matter what you come from, you can still make a difference. Never dwell on the negatives in life," he said.

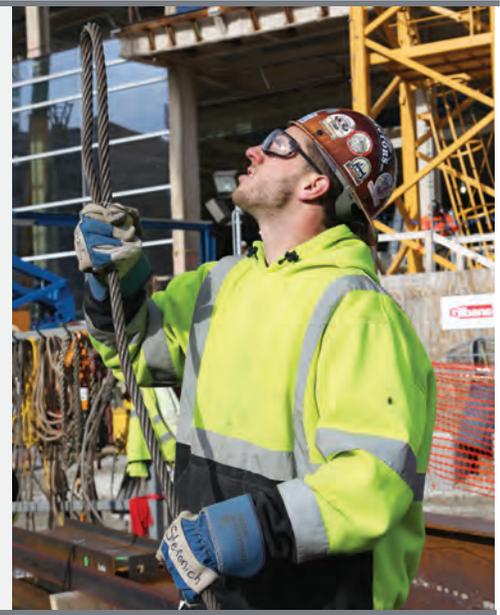


TABLE 10: APPRENTICESHIP STATUS

TRADE	JOURNEYMEN	APPRENTICES	UNION LOCAL NO.
<b>Bricklayer</b>	19	3	8
<b>Carpenter and Soft Floor Layer</b>	148	10	161
<b>Cement Mason/Concrete Finisher</b>	30	6	599
<b>Drywall Taper or Finisher</b>	9	0	7
<b>Electrician</b>	60	8	494
<b>General Laborer</b>	254	5	113
<b>Heat or Frost Insulator</b>	4	0	19
<b>Heavy Equipment Operator</b>	112	11	139

(CONTINUED ON PAGE 36)

TABLE 10: APPRENTICESHIP STATUS (CONTINUED)

TRADE	JOURNEYMEN	APPRENTICES	UNION LOCAL NO.
<b>Ironworker</b>	174	38	8
<b>Millwright</b>	7	2	1056
<b>Painter/Sprayer</b>	6	0	7
<b>Piledriver</b>	7	0	2337
<b>Pipefitter</b>	17	6	183
<b>Plumber</b>	32	8	75
<b>Roofer</b>	7	0	65
<b>Sheet Metal Worker</b>	31	5	18
<b>Sprinkler Fitter</b>	11	1	183
<b>Steamfitter</b>	23	4	601
<b>Tile Layer</b>	6	0	5
<b>Tuck Pointers</b>	4	0	599
<b>TOTALS</b>	<b>961</b>	<b>107</b>	

\* Journeymen sometimes work in more than one trade.

