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ISSUE 3 • 2010

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Official publication of the
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Wisconsin Constructor® is a quarterly publication of the Associated General Contractors of Wisconsin, Inc., 4814 East Broadway, Madison, WI 53716-4195, 608-221-3821. It is published in January, March, June, and September by **Slack Attack Communications**, 5113 Monona Dr., Madison, WI 53716, (608) 222-7630. Printing is by **Reindl Printing Inc.**, PO Box 317, Merrill, WI 54452-0317. For **advertising information**, contact Slack Attack Communications.

Subscriptions included in AGC membership dues; non-member subscriptions: \$20 per year.

Address corrections or subscription information should be directed to the Associated General Contractors of Wisconsin, Inc., 4814 East Broadway, Madison, WI 53716-4195.

USPS #016128. Periodicals postage paid at Madison, WI and at additional offices.

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Kelly Hafeman
2010 AGC of Wisconsin President

Message from the **PRESIDENT**

A Stronger AGC—You Can Help

As previously reported, AGC of Wisconsin's Board of Directors and staff held a strategic planning meeting early in 2010 that identified Membership Development and Engagement as one of the key initiatives to pursue during the next three years. It was agreed that in order to be a stronger association, we want to increase membership numbers and participation of members.

Laura Cataldo and Bob Barker focus on membership retention and recruitment and the association has enjoyed increased membership numbers for a number of years. In order to take membership recruiting to the next level, we need all members to assist in the recruitment process.

How Can You Help?

■ Support Geographic Outreach

Regional outreach to members and non-members is critical! Safety Day will once again be offered at a low cost and in six geographical locations in order to meet the needs of contractors state-wide. When the Safety Day registration form is available, please utilize your bid fax system or e-mail database to share the registration form with the contractors you work with. Giving them access to our safety professionals is a great way to demonstrate the value of our safety services.

In the spring of 2011, AGC of Wisconsin is hosting a series of regional

We need help from all members to take membership recruitment and participation to a new level.

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meetings intended to assist with the recruitment process. The Specialty Contractor Board of Directors has recommended that the topic be "Getting Paid Quicker". This educational session will provide valuable information for both general and specialty contractors on what practices facilitate the payment process. Once again, you can assist by inviting the companies you work with to attend this free educational program and networking opportunity.

■ Encourage Participation

Membership in any organization, club or association is more valuable the more involved you become. Think about your gym membership, it can be a great facility with good equipment and great instructors but unless you utilize that membership by exercising on a regular basis, you are missing out! The same is true with your AGC of Wisconsin membership. Encourage your employees to participate in the association in order to maximize the value your company receives.

The AGC of Wisconsin is nationally recognized for Leadership AGC. This is a great program to help engage your company's next generation of leadership in the industry, your company and the association. I highly recommend that you consider submitting a candidate for the 2011 class.

The association also offers many opportunities to participate in nationally developed educational programs on topics that include BIM, Lean Construction, Project Management, Supervisory Training, OSHA 10 and 30 Hour, Rigging and Signaling and many more. An advantage of AGC-sponsored training is the opportunity for your employees to network with other industry personnel and learn from their experiences.

Soon you will see information on the AGC Annual Meeting, to be held in Madison on January 27th. This half day program will incorporate an address by Governor Scott Walker (invited), an update on the association accomplishments, induction of new officers, community service award presentations and a keynote program by Chris Curfman of Caterpillar. I challenge every member to

attend with at least one employee – encourage participation and strengthen the industry!

■ Just Say Yes!

Whether through taskforce service, outreach to schools or appointment to statewide boards, saying yes to representing your industry through AGC is critical. AGC of Wisconsin is proud of our reputation of representing all of Wisconsin's construction industry (generals, subs, union, open shop, large and small). Outreach efforts by the association are much more effective when members team with staff. When you and your staff donate your time in this way, your company and the whole industry benefit!

With the 4th quarter well underway and a new year approaching, many of us have renewed optimism for a better 2011. Let's hope the state's new leadership will help move Wisconsin's economy forward! Enjoy the changing of the seasons and the wonderful family time of the holidays! ■

2011 Safety Day

Kenosha	January 21
Madison	January 28
Stevens Point	February 2
Fox Valley	February 11
Eau Claire	February 18
La Crosse	February 25



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Bob Barker
AGC of Wisconsin
Executive Vice President

Message from the **EXECUTIVE VICE PRESIDENT**

Will the Walls Come Tumbling Down?

A member recently said to me, "Things would be good if those damn Illinois guys wouldn't be working in our area." This raises an interesting dilemma and many questions.

AGC of Wisconsin general contractors are working all over the country, not just the Midwest. Wisconsin has a difficult construction market, which leads our members elsewhere for work. AGC staff has assisted our members while they chase work in Illinois, Iowa, Minnesota, Ohio, New York, Connecticut, Pennsylvania, Texas, California, Oregon, North Dakota, Georgia, Tennessee...who knows where tomorrow will take our members.

What should AGC's position be concerning preference programs and attempts to build walls around cities, counties and states? While the Board has not addressed

this issue for some time, in the past we have been opposed to preference programs. For some the need to travel for work has come and is here to stay, and their survival is dependent on the ability to travel.

Close to home we read about the preference program in the City of Milwaukee and the new statutory changes to the Preference to Illinois Citizens Act. We have heard that the Milwaukee bid preference debacle has spurred debate by other Wisconsin communities about adopting their own preference programs. Is it good for the industry if, for example, Brookfield, Waukesha, Kenosha, Racine and others build walls around their cities?

Prior to joining Central Illinois Builders of AGC 20+ years ago, I enforced the Preference to Illinois Citizens Act while employed by the Illinois Department of

The attempt to build walls around our city or state is a slippery slope.

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Labor. Labor unions attempted to use the law to harass contractors from outside of Illinois, and keep them from bringing workers into the state. The law was unenforceable as written. Hence, the statutory changes this year were made to address constitutionality issues. It was a bad law then and continues to be a bad law with the changes.

Other Midwest states, like Iowa, have reciprocal laws. Walsh Construction of Chicago was the recent low bidder on a \$70 million public project in Iowa. This has the Iowa contractors up in arms and there is an attempt to enforce Iowa's reciprocal statute on Walsh. Missouri has a preference law....when and where does this stop?

The attempt to build walls around our city or state is a slippery slope and should concern all of us. The Midwest AGC Chapters need to address this issue as a region and work to help our members survive and thrive in a regional economy. Building walls around individual states is not the solution to help our members.

While the member concern of Illinois contractors working in their market should not be dismissed, we all need to accept the notion that we are in a regional construction market and the only limits on travel and competition are being driven by a contractor's tolerance for risk. ■

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GORMAN & COMPANY

BUILDING COMMUNITIES, SAVING HISTORY

by Mark Crawford

Visit the office of Gorman & Company and you will know they are serious about historic preservation. The red brick building, a former schoolhouse built in 1922 that had fallen into disrepair, has been transformed into stylish office space. Many original materials were preserved, including the red brick exterior, maple floors, and even the old chalkboards attached to the walls.

Gorman & Company has been having a positive social impact on communities through creative redevelopment and renovation since 1984—that's the core of what they do. The company specializes in downtown revitalization, especially the rehabilitation of affordable housing, workforce housing, and the adaptive reuse of significant historic buildings. Because of the long-standing, committed partnerships they have forged with municipal leaders, Gorman & Company can smoothly navigate the often complex process of property acquisition and financing.

President and CEO Gary Gorman never intended to start a construction company focused on historic preservation and redevelopment. He started his career as an attorney, frequently representing developers and syndicators who were raising capital from investors for their real estate deals. Eventually he realized he was more interested in real estate and redevelopment, so he switched careers and founded Gorman & Company in 1984.

When the Tax Reform Act passed in 1986, creating the affordable housing tax credit in Section 42 of the Wisconsin Statutes, Gorman assembled a series of four private placements to capitalize the equity financing for some of

the first projects utilizing the affordable housing tax credit in Wisconsin. Since then Gorman & Company has steadily grown to be one of the largest users of the Section 42 tax credit in the state. This depth of experience makes Gorman & Company a "go-to" choice for many cities that are looking for redevelopment advice and planning. Today the company employs about 120 people and constructs nearly 3000 new apartment every year.

"Most of our projects are more challenging than competitors are willing to take on and include complex construction and financial models," says Ron Swiggum, Construction Department Head for Gorman & Company. "Much of this work consists of historic rehabilitation, which often has unique construction challenges and financial models. Funding often comes from state and federal government agencies. Although these projects are higher risk, we have the knowledge and skills to complete them successfully and profitably through diligent design, review, and construction. Our partnerships with local communities, neighborhoods, housing authorities and state officials also streamline the process."

Gorman & Company's projects are often located in low-income neighborhoods where

unemployment tends to be high. One way the company engages the community is by providing job and skill training on the jobsite.

"We have participation programs for local residents where we provide jobs and offer trade skills," says Swiggum. "Right now on a Louisiana project we are providing management and trade skills training for six individuals. When the job is over they will have transferrable skills and be able to market themselves as plumbers, concrete workers, etc."

Construction and Architectural Divisions

Gorman & Company owns its development projects and serves as the general contractor. Having this in-house ability gives the company greater control over the management of each construction phase, which speeds up the project and keeps costs down. This knowledge allows Gorman & Company to objectively review and analyze all aspects of its projects and continuously improve construction practices with each successive development.

"Our strong relationships with high-quality subcontractors help us achieve superior results quickly, which means we often finish projects ahead of schedule," says Swiggum. Gorman & Company's construction team consists of project managers, on-site field superintendents, and a general field superintendent, all of whom oversee active projects on a daily basis.

If unexpected challenges or problems arise, the construction leadership on-site evaluates the situation and quickly resolves it, sometime in close collaboration with the company's architectural division. Having an in-house architectural team is an essential core component to historic renovation, adaptive reuse, and new construction. In-house architecture also allows the company to make quicker decisions when unforeseen issues arise during renovation or the preservation of older housing structures.

"Our in-house architectural capability gives us control over quality, design, and innovation for spaces that are meant to serve a wide variety of people and their interests," says Swiggum. "For example, the creative design of artists' lofts allows



residents to use their apartments as studios. In other units we install state-of-the-art features that are specially designed to assist convenient living for residents with physical disabilities. Knowing in advance who will be living in our buildings allows us to custom design the interior to meet their needs."

Building Partnerships

A huge part of Gorman & Company's success is their deep relationships with agencies and the innovative housing partnerships they create. City governments and leaders are eager to work with Gorman & Company because their efforts at

downtown revitalization and adaptive reuse of significant historic buildings are critical to economic development, especially in downtown areas.

"We work hand-in-hand with communities, usually on projects they have already identified," indicates Tom Capp, Chief Operating Officer for Gorman & Company. "They view us as problem solvers and we are delighted to partner with them and share our expertise. It is highly rewarding to take a valuable historic asset, that's become a symbol of decline, and return it to active use, adding so much to the community. When we



Red Brick School — Oregon, WI

work in distressed neighborhoods we often hold job fairs for local residents and try to tie them together with the subcontractors who will be bidding on the development.”

And the improvement doesn't stop there—most of Gorman & Company's projects spark additional economic development because they have become a symbol of high quality investment in a neighborhood.

“I like to speak of Milwaukee as the most livable big city in America and Gorman & Company is in large measure responsible for my confidence in making that statement,” says Tom Barrett, Mayor of Milwaukee. “In a time when many cities yearn for investment in their neighborhoods, we have the Historic Lofts on Kilbourn, Golden Dome Apartments, Historic Fifth Ward Condos, the Kunzelmann-Esser Building, the Knitting Factory and more, all tributes to Gorman & Company's vision of Milwaukee as a dynamic marketplace.”

Selected Projects

Red Brick School, Oregon

In partnership with the Village of Oregon and the Oregon School District, Gorman & Company purchased and renovated the former “Red Brick School,” an abandoned high school within the village limits that was built in 1922.

The \$3-million renovation converted the structure into innovative and comfortable office space. Gorman & Company salvaged many of the building's components and incorporated them into the redesign, including wood doors and trim, Terrazzo and wood flooring, built-in cabinets and original skylights. Amenities for employees include the renovated basketball court and a 1950s-style diner that serves as a break room.

In 2008 the project received the Historic Preservation Award from the Wisconsin Historical Society Board of Curators.

Blue Ribbon Lofts, Milwaukee

Blue Ribbon Loft Apartments is the first building to be redeveloped on the 21-acre Pabst Brewery site. Originally called the Keg House, the three-story, 140,000-square-foot brick building was converted into a 95-unit loft style apartment community. The \$15.8-million

development has 69 units for families earning 50 percent to 60 percent of the area median income and 26 units at market rates. Features include 15-foot ceilings, exposed brick and steel columns, and floor-to-ceiling windows.

Residents include local artists, entrepreneurs, and other members of the “creative class” who enjoy a music studio, artist workspaces and galleries, a fully equipped business center, conference rooms, a theater/presentation space, and a fitness center. Blue Ribbon Lofts is the lead project in the redevelopment of the brewery site, which has 25 more buildings awaiting redevelopment.

“Gorman & Company has always taken on tough challenges and turned them into award-winning developments,” states Rocky Marcoux, Commissioner of Milwaukee’s Department of City Development. “They approach each development with a vision that respects the urban context, the neighborhood, and most importantly the residents. In Milwaukee they have especially excelled at adaptive reuse. The Blue Ribbon Lofts project is a perfect example of their ingenuity, craftsmanship, and attention to detail. They really understand the development and redevelopment process and have been an outstanding partner with the City of Milwaukee in creating housing and mixed-use developments that reinvigorate neighborhoods and add value to the city.”

Fairbanks Flats Rowhomes, Beloit

Gorman & Company, in partnership with the City of Beloit, the local neighborhood, and the state housing authority, revitalized Fairbanks Flats, listed on both the State Historical Register and the National Register of Historic Places.

Built in 1917, Fairbanks Flats is one of only two buildings in the U.S. originally constructed for segregated company housing. The original 24 units were converted into 16 rent-to-own, affordable townhomes for low-to-moderate income families and people with disabilities. Gorman & Company preserved the historic design of the original buildings when creating the townhomes, which range in size from 1,288 to 1,787 square feet.

Renters of these units are given the opportunity to purchase at a substantial



Blue Ribbon Lofts — Milwaukee, WI



market discount at the end of a fifteen-year tax compliance period. The redevelopment provides long-term residents with the opportunity to share in the equity at the time of purchase and gives them the opportunity to build credit and homeownership skills prior to owning a home.

Fairbanks Flats received the National Trust for Historic Preservation/Housing and Urban Development Secretary's Award for Excellence in Historic Preservation.

State & Main, Racine

This mixed-use, mixed-income development provides condominiums, market-rate and affordable apartments, class-A retail space, and commercial underground parking. The project was identified as the number-one priority for downtown redevelopment by the City of Racine.

The renovation has resulted in 285 downtown living units and six choice retail sites. More than one-third of the funding for the \$19.7 million, four-story, 107-unit building came from a \$7.5 million tax credit boost from the Wisconsin Housing Economic Development Authority.

Moving Forward

Even in a tougher economy, Gorman & Company doesn't face a lot of competition for projects because it's simply too challenging for most companies to complete the work in a timely manner and navigate all the legal and financial requirements. "We have established strong relationships with various housing authorities in our target markets and they have come to know and trust us," says Swiggum. "Even so, funding in this economy continues to be a challenge and we've become creative in searching out investors and funding for projects."

Conditions are slowly starting to improve—Swiggum notes the federal government has launched several programs and federal stimulus funds are being received by various states for redevelopment projects.

With its highly specialized redevelopment and partnership expertise Gorman & Company works across the country, including Wisconsin, Illinois, Arizona, Florida, and the Gulf Coast. The company



Fairbanks Flats Rowhomes — Beloit, WI

is also considering other niches like hospice and elder care.

“We want to diversify a little bit,” says Capp. “We were very much dependent on the Midwestern market, which can be very solid. But we did want to grow in a deliberate way and have the best choice of projects in more diverse markets, especially areas that need our services the most, like the parts of Mississippi and Louisiana that were devastated by Hurricane Katrina.”

“Gorman & Company enjoys taking on very difficult projects and they do those projects very well,” says Antonio Riley, Executive Director for the Wisconsin Housing & Economic Development Authority (WHEDA). “They bring a lot of expertise, an understanding of the process, and above all an understanding and a respect for the community.”

Gorman & Company will always stay true to its mission of revitalizing communities by creating high-quality housing opportunities for a variety of income levels.

“Our ability to create innovative housing solutions and positively impact communities has earned Gorman & Company the trust and respect of our many project partners,” says Gorman. “We understand the economics and unique challenges of urban areas and work side by side with civic leaders, urban planners, preservationists, and concerned neighborhood organizations to turn community liabilities into community assets—which makes all the challenges worthwhile.”

Gorman values AGC for its role in protecting the construction industry political interests, public relations, and in fostering cooperation and communication within contracting family. Their role in workforce development, safety & training as well as benefit planning has been vital to Gorman’s growth since inception. We commonly use their vast services for our daily challenges and would recommend their services to anyone in the industry. ■



Gorman & Company has been a member of the AGC of Wisconsin since 2003.

State & Main — Racine, WI

Tri-City Refrigeration, Inc.

Tri-City Refrigeration believes in providing all customers with an honest and fair experience by a team that's dedicated to safety, comfort and satisfaction. Frank Mallek started the Wisconsin Rapids company in 1945, naming it after the "tri-cities" of Wisconsin Rapids, Port Edwards and Nekoosa. The firm was purchased by Denis and Carole Virnig in 1974 and expanded the service area to include all of Central Wisconsin. Since Denis' passing in late 2009, the firm is operated by their children Andrea (Virnig) Jensen, President and Scott Virnig, Vice-President. Sue (Virnig) Lockman serves as Construction Coordinator for the firm. Tri-City is truly a family owned and operated business. The firm employs a staff of 11 full time employees, one of which is celebrating 22 years with Tri-City.

Tri-City sells Carrier products to the residential, light commercial, and industrial markets, offering expert service in heating and air conditioning equipment, as well as commercial refrigeration.

Tri-City's mission remains focused on their clients' safety, comfort and satisfaction. Tri-City employs a dedicated team of service technicians, installers, sheet metal mechanics, office staff and management. Continuous technical and customer service training programs, both in-house and vendor sponsored, ensure professional and personal growth of Tri-City's

team so clients can count on a trained craftsman at the door. Their commercial refrigeration service department services walk-in freezers/coolers, ice rinks and chillers. Tri-City's commercial HVAC department services boilers, make-up air units, and rooftop units, from 5 ton to 75 ton and over. Tri-City could be servicing a furnace one day and a 75 ton rooftop the next.

Recently, Tri-City teamed with Mid-State Technical College in Wisconsin Rapids to assist two students completing an internship in the Renewable Energy Program. The real-life component of the program requires students to complete a 160-hour internship with area companies. Their experiences included observing the installation of furnaces, air conditioners, heat pumps, geothermal, rooftop units, service work, customer interaction and delivery of superior service, as well as estimating procedures for both commercial and residential applications. They learned the importance in how a building's construction, specifically windows and insulation, affect how residential and commercial heating and air conditioning systems are sized for each individual building's needs, and efficiency. They also witnessed why routine maintenance is imperative and how lack of maintenance affects equipment performance and efficiency.

Tri-City is the proud recipient of the Carrier Distinguished Dealer (CDD) Award and the Factory Authorized Dealer (FAD) designation from Carrier, both based on how Tri-City does business, not on how much product they sell. The company is also the recipient of the Customer Satisfaction Audit (CSA) program conducted by Nexstar Network, to identify factors that influence how customers perceive service and repair firms.

The company is a member of organizations such as Nexstar Network, Business Network International, Central Wisconsin Homebuilders Association, National Home Builder's Association, and the Associated General Contractors. Tri-City enjoys the many benefits of AGC, and has supported the construction industry through its AGC membership since 2002. Tri-City takes a grassroots approach using the updates AGC provides to its members and regularly encourages legislators and senators to consider the positive impact the construction industry has on our state and national economy. Tri-City has also taken part in AGC's seminars and training sessions.

Tri-City is also a member of the Wisconsin Better Business Bureau, the Heart of Wisconsin Business and Economic Alliance and the Marshfield Area Chamber of Commerce and Industry.

Each of these memberships provides Tri-City with business enhancement support and many benefits to that directly and indirectly benefit its clients. In support of a commitment to improving its community and the lives of its residents, Tri-City Refrigeration leads an annual holiday food drive, and supports local charities and organizations to assist those in need.

For more information on Tri-City Refrigeration, Inc. please visit www.tricityrefrigeration.com or contact Andrea Jensen at 715-423-5840. ■



An open house was held in June to celebrate Tri-City's 65th year in business. The entire community was invited, and over 300 people attended to win prizes, play games, attend seminars, visit with other business partners, and enjoy lunch.

Tri-City Refrigeration, Inc. has been a Specialty Contractor member of the AGC of Wisconsin since 2002.

DEAR BARRY,

Q

The economy is forcing my company to compete on more hard-bid projects than we have done in the past. Despite our best attempts to be low bidder (without removing profit or error), it seems like there are a lot of projects we are not even close on. Do you have suggestions on things we should consider that can help us improve our bidding win rate?

A

During a time of steep competition, there is a need to "turn it up a notch." Fine tuning the process of bid preparation is essential.

Here are a few suggestions to follow:

Get to know the active subcontractors and suppliers that bid. If you don't have all the low competent bids on bid day, you most likely will not be successful.

- Keep a record of bidders on past projects by type of work and geographical area.
- Review bid results in relevant publications.
- Make selective calls to bidders to show personal interest in the project. Do scope walk-thrus with strategic subs.
- Review plan holder lists.
- Check-in with plan exchanges.
- Do not burn any bridges with contractor trust, remember codes of ethics.
- Provide enough time in the bid process for subcontractor/supplier recruiting at the beginning of the bid period.
- Review prebid meeting sign-in sheets for subs attending the walk-throughs.

Use a team approach to analyzing production rates (field supervisors, project management, estimators).

- Having confidence in your production rates is important for analyzing project costs and risk.
- Reviewing with others will help bring up additional insight on means and method and potentially find faster ways of performing the work.

Understand the full scope of the bid prior to bids coming in.

- Spend sufficient time on the bid in order to be a serious contender.
- Protect the bottom line.
- Understand the risk on the job. Set a benchmark value for each division of work and assess from there your risk.

Recruit the right individuals to act as consultants within the company as needed to look for edges in means and methods.



Barry Cade

Have a Best Practices question for Barry?

E-mail: BarryCade@agcwi.org

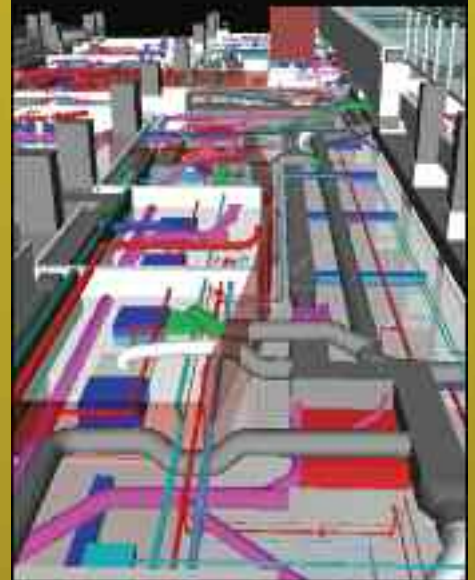
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Grant Thornton construction industry professionals have maintained a focus on construction industry clients by localizing the firm's global values of collaboration, leadership, excellence, agility, respect and responsibility into their relationships with their Wisconsin construction clients. The group has extensive experience in financial and business matters pertaining to construction as well as architecture, engineering and real estate businesses, and possesses an uncompromising commitment to professional excellence.

Located just about anywhere clients do business, Grant Thornton provides easy access to experienced technical experts who understand individual

client needs. Regional technical resources provide direct access and quick turnarounds.

Like each of Grant Thornton LLP's offices across the country, the Wisconsin practice provides personalized attention and the highest quality service, giving clients all the benefits of the organization's global reach while providing local attention.

The firm has provided professional services to the Wisconsin market since 1924 when 26-year-old Alexander Richardson Grant founded Alexander Grant & Co. in Chicago. A former resident of Green Bay, Grant was committed to providing services to mid-sized companies, a commitment the firm still holds today. In 1986, Alexander Grant & Co. changed its name to Grant Thornton, reflecting its affiliation with the United Kingdom firm Thornton Baker, which also changed its name to Grant Thornton.

"Being in business for 85 years certainly demonstrates we have staying power," said Mark Johannsen, Tax Partner and Tax Practices Leader for the State of Wisconsin. "We must be providing good service and value to our customers. Our longevity in this marketplace demonstrates our commitment to the state and our expectation to be here another 85 years."

While still headquartered in Chicago, the firm nourishes its strong Wisconsin roots through membership in the Associated General Contractors (AGC) of Wisconsin. As proud members since 1990, the firm looks forward to continuing to strengthen their relationship with AGC, the leading professional trade association for the state's commercial construction industry.

"Our involvement with AGC goes back twenty years," Johannsen explained. "We value our relationship with AGC because it's an opportunity to network and socialize and to demonstrate our involvement in the

construction arena. Many of our clients are members of AGC and we hope many of our potential clients are also involved with AGC."

With over 185 partners, managers, and staff throughout Wisconsin, Grant Thornton LLP is one of the fastest growing CPA firms in the state with offices operating in Milwaukee and Appleton. Their comprehensive range of services can support each client through most business activities. Construction companies benefit from strategic planning, profitability analyses, audit and financial services, succession planning, and operation reviews that analyze critical processes and suggest ways to streamline workflows and improve productivity. Regardless of the size of company or its location, Grant Thornton has solutions for federal, state and local tax concerns too. Grant Thornton LLP helps companies grow, manage costs, increase profitability and reduce risk in an increasingly competitive and global marketplace.

To learn more about services offered by Grant Thornton LLP's Construction practice, contact Mark Johannsen, Tax Partner and Tax Practice Leader for the State of Wisconsin at 920-968-6729, or email Mark at mark.johannsen@gt.com. ■



Mark Johannsen



Grant Thornton LLP has been an Associate Member of the AGC of Wisconsin since 1990.



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Fast track projects such as Mortenson Construction's Aurora Medical Center can present unique challenges. Having the skilled workforce and manpower to handle such projects has earned Wall-tech the reputation as one of the leaders in commercial drywall system installation in Wisconsin. Wall-tech's philosophy for success centers on having a strong, autonomous field service operation with the ability to move quickly to resolve issues combined with the ability to work as part of a larger team to get the job done right and on time. "Wall-tech is always ready and willing to find out-of-the-box solutions," says Dave Hoff, superintendent at Mortenson Construction.

Working closely with the other subcontractors to coordinate work flow and avoid costly delays is an essential part of the job. "We had regular coordination meetings to determine when the mechanicals would go in and how that worked with the drywall team," says Mark Berger, HVAC lead foreman for Grunau Company. "Typically it's a battle between mechanical and the other subcontractors, but not with Wall-tech. They worked with us on scheduling." Jeff Rechlicz, superintendent with Staff Electric, put it this way, "They have a very strong team and worked extremely well with the other subcontractors."

Wall-tech has been the drywall subcontractor of choice on some of the largest construction projects in Wisconsin.

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"In my mind, everyone on site has to be a total team player. Wall-tech did a great job working with the other subs to coordinate work flow and get the job done. As for the quality of their work, it exceeds that of other drywall companies we've worked with in the past. In every possible way, working with Wall-tech was a positive experience."

— **Dave Hoff**,
superintendent
Mortenson Construction

"Absolutely outstanding! Wall-tech works with you, not against you. It was great working with them. I'd love to do it again!"

— **Keith Martin**,
plumbing lead foreman
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