

GREENFIRE MANAGEMENT SERVICES 2023 ANNUAL REPORT



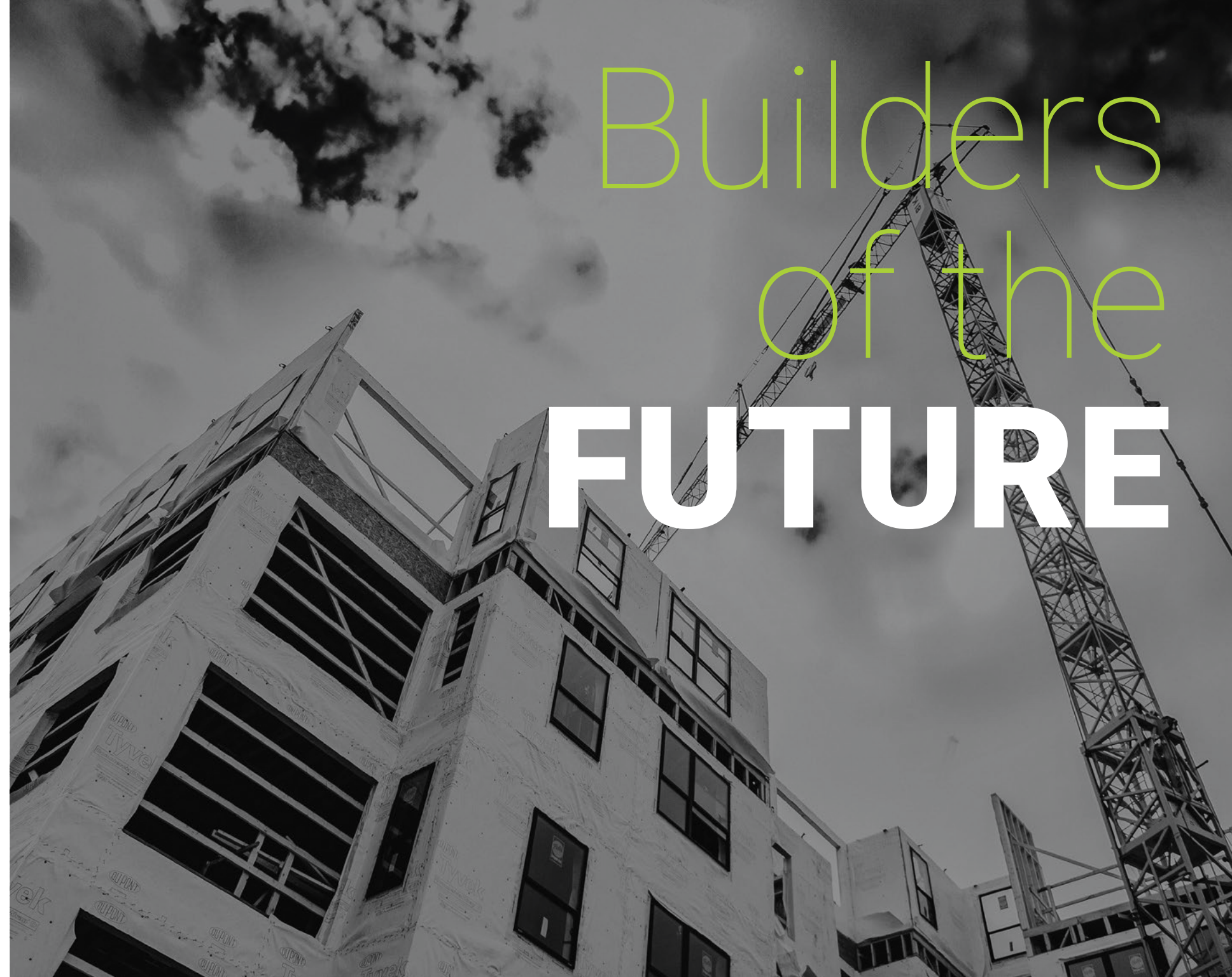
GREENFIRE
BUILDERS OF THE FUTURE





2023 GREENFIRE ANNUAL REPORT

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Builders
of the
FUTURE

LETTER FROM OUR PRESIDENT



As I reflect on 2023, I have feelings of gratitude and optimism. I am sincerely grateful for the continued partnerships with our clients, design partners, and trade contractors. We navigated a challenging year in the construction industry as a team – thank you all for your support! Most importantly, I am proud of the resilient professionals at Greenfire for their grit and commitment to our mission. Navigating the challenges in 2023 was a humbling experience that offered the opportunity for the leaders amongst our team to shine. Seeing these leaders step up and grow gives me optimism and excitement for Greenfire’s continued success.

Continuous improvement is paramount in our endeavors to be a recognized leader in optimizing construction solutions. To allow our team members to thrive, we set forth strategies to build the best team by supporting their efforts and reinforcing The Greenfire Way. These strategies are centered around communication, building trusted relationships, and training.

Building off of a successful tool that our project team used during the renovations at the Potawatomi Casino | Hotel, we implemented Insights Discovery® across the Greenfire team. This program includes personal assessments, team assessments and tools to improve communication and collaboration. The culmination was a team-wide retreat that fostered camaraderie. Continuing to support the development of trusted relationships is vital to our success.

The enhancements to our processes and training are supporting a better experience for our team members and clients. The positive feedback from our annual internal culture survey was proof of the progress made. In 2023, we also formally launched a client survey process for all projects. Continuous improvement requires an assessment of the current state, and this internal and external feedback is truly a gift. The positive external feedback is attributable to our inside-out approach in enhancing our process and training, resulting in more effective communication and collaboration with our clients, proactive and solutions-based management of our projects, and refined oversight systems.

Together, as a team, we made positive changes throughout 2023. We engaged our team members, improved our communication and collaboration, maintained strong client relationships, and continued to build and diversify our portfolio. As we look forward to 2024, we look to further build on our past successes while also being nimble to adapt to changing conditions.

We are appreciative of Potawatomi Ventures and the Forest County Potawatomi Community and are excited to continue to support their mission while making a positive impact for our team members, partners, and community!

Jeb Meier, President, PE, CPE, LEED AP®
Greenfire Management Services

GREENFIRE is a construction company with locations in Milwaukee and Wausau, Wisconsin. Founded in 2010, Greenfire is a wholly-owned company of Potawatomi Ventures, the investment arm of the Forest County Potawatomi Community, and as such, maintains minority business status.

Mission

BRINGING INNOVATIVE CONSTRUCTION SOLUTIONS TO MAXIMIZE VALUE.

Vision

TO BE A RECOGNIZED LEADER IN OPTIMIZING CONSTRUCTION SOLUTIONS.

Values

INTEGRITY - we act with honesty at all times

TRUST - we build relationships based on commitment and a proven track record

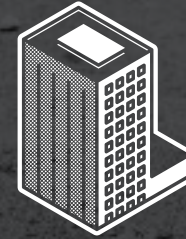
TEAMWORK - we combine each individual's talents to form one whole team

TRANSPARENCY - we have an open-book policy and welcome ongoing dialogue

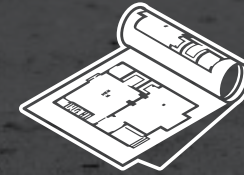
COMMUNICATION - we share with, and listen to, all those engaged in our work

COMMUNITY - we only succeed if the community we serve succeeds

2023 BY THE NUMBERS



35
TOTAL PROJECTS
MANAGED



1.8 MILLION
TOTAL SF
MANAGED



7
AWARDS &
RECOGNITIONS



48
TOTAL
EMPLOYEES



\$389 MILLION
TOTAL
PROJECT COSTS



\$96 MILLION
TOTAL
REVENUE



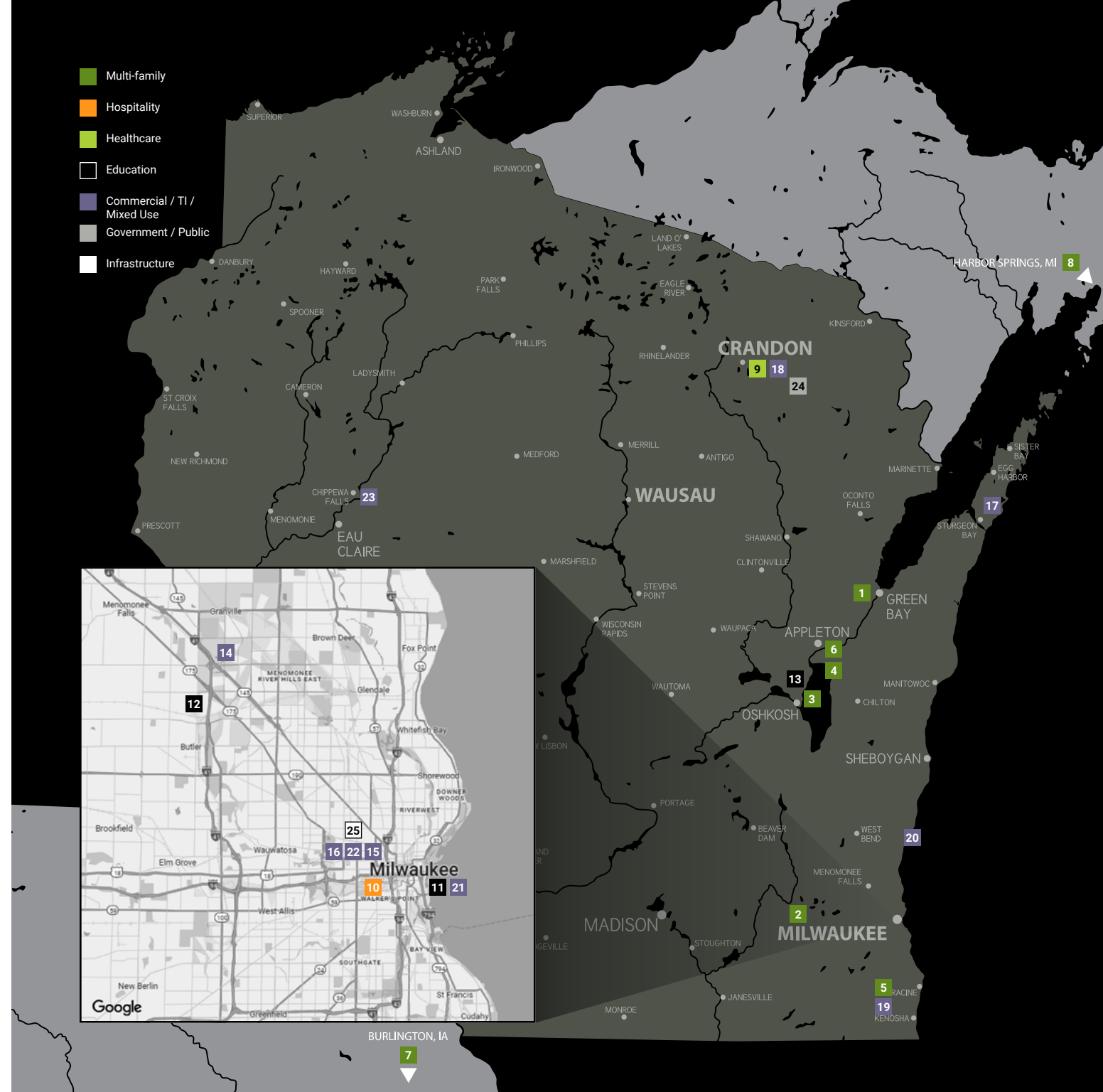
19
PROJECTS
STARTED



16
PROJECTS
COMPLETED

2023 NOTABLE PROJECTS

- | | |
|--|---|
| 1 THE COMMON PLACE | 14 CARE MANAGEMENT |
| 2 LOCKLYN AT OLYMPIA FIELDS | 15 CONCORDIA 27 |
| 3 MACKSON CORNERS | 16 DAVIDSON PARK |
| 4 RESIDENCES AT ZUELKE | 17 DOOR COUNTY GRANARY |
| 5 TIVOLI GREEN APARTMENTS PHASE II | 18 FOREST COUNTY POTAWATOMI COMMUNITY FORMER RECREATION CENTER REMODEL |
| 6 URBANE APPLETON | 19 GATEWAY THE HIVE COWORKING SPACE |
| 7 URBANE BURLINGTON | 20 PRAIRIE'S EDGE COMMERCIAL |
| 8 LITTLE TRAVERSE 2ND STREET HOUSING | 21 SOFTWAREONE |
| 9 FOREST COUNTY POTAWATOMI COMMUNITY HEALTH & WELLNESS CENTER | 22 WGEMA CAMPUS TTHIGWE GYMNASIUM RENOVATION |
| 10 POTAWATOMI CASINO HOTEL PROJECT FIRST STRIKE | 23 WISCONSIN FARMERS UNION |
| 11 MIAD ADMISSIONS OFFICE RENOVATION | 24 LAONA EMS BUILDING |
| 12 MMSD RIVER TRAIL SCHOOL | 25 MMSD 30TH & NORTH BIOFILTRATION BASIN |
| 13 STATE OF WISCONSIN UW-OSHKOSH CHILLER REPLACEMENT | |



2023 NOTABLE PROJECTS



CONCORDIA 27

The Historic Renovation consists of over 30 affordable housing units for seniors and families; a community gathering space; sidewalk-facing commercial spaces for nonprofits; and a commercial demonstration and incubator kitchen.



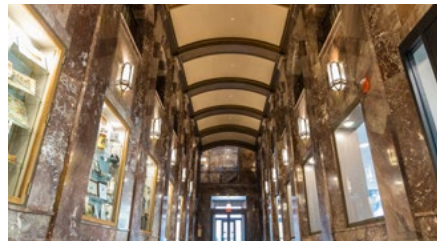
FCPC HEALTH & WELLNESS CENTER

The project included improvements to the registration area, a new clinic entry and drop off location and an enlarged canopy for the lobby space. The existing retail pharmacy was renovated and vehicle drive-thru service was added. Existing exam rooms were renovated as well.



WGEMA CAMPUS TTHIGWE GYMNASIUM RENOVATION

The restoration and revitalization of a Historic gymnasium. Selective demolition of an adjacent unused pool building was completed, which gained space for EV parking. Upgrades also include modern MEPF systems, windows, doors, security and brand new fitness centers.



RESIDENCES AT ZUELKE

The Historic renovation of an existing 12-story building into 66 luxury apartments and commercial space in Downtown Appleton. Interior work consists of installation of all new MEPF systems and restoration of historic elements including marble tile floors and walls, corridors, and unit entryways.



DAVIDSON PARK

An underutilized corporate parking is being transformed into a community space. This will include a park, drivable paths and a central stage area. The project will be built utilizing locally sourced materials as well. The Park will act as a civic green gathering space available and accessible to all.



PRAIRIE'S EDGE COMMERCIAL

Among the high-end homes, condos and apartments being built at the Prairie's Edge Development, there is a new commercial building that will be the home of Lakeside Alliance Church. The Church will occupy 6,000 SF while an additional 1,500 SF will be available for future tenants.



LOCKLYN AT OLYMPIA FIELDS

The multi-phased project includes site grading, construction of access roads and a clubhouse along with seven Class-A multi-family townhomes. The Greenfire team assisted with master planning for present and future development, building layout, and sequencing.



LAONA EMS

New construction of an EMS building for the Laona Rescue Unit. The building includes a three bay apparatus service garage, a storage room, a training and classroom, an office, and living quarters. It also includes the construction of a 10,000 SF asphalt helipad for Flight for Life operations.



THE COMMON PLACE

The Common Place is a five-story mixed-use building located in the Village of Ashwaubenon's Sports & Entertainment District, just blocks from Lambeau Field & Titledown. The first phase offers 88 units, resident courtyard and a 12,000 SF indoor climbing gym and fitness center.



SOFTWAREONE

The office project is a full interior renovation and build-out of the second floor of an historic building. The new floor plan features an open environment fitted to accommodate seamless connectivity. The design also features high-end amenities for work and play.



WISCONSIN FARMERS UNION

This 120 year old brick building will be a catalyst of reinvigoration for downtown Chippewa Falls. The first floor will be a food hall and community space. The second floor will serve as the state headquarters for Wisconsin Farmers Union. The third floor will be adapted into apartments.



MIAD ADMISSIONS OFFICE RENOVATION

The MIAD interior renovation consists of renovations and the build-out of the main and lower floors. The scope of work also includes the build-out of the student registration and resource desk. Construction at the lower level includes new feature lighting and stairwell.



DOOR COUNTY GRANARY

This historic renovation of a Granary originally built in 1901, will now serve as a cultural center. The Granary was moved from it's original location and placed on a new foundation. The interior will have an event space, a cultural center and views in all directions from the upper level.



MACKSON CORNERS

The development site required environmental analysis and soil excavation, infill, and site grading along with the installation of more than 200 geopiers to yield construction along the river. Three residential floors feature seven walk-out townhomes along the public access riverwalk.



TIVOLI GREEN APARTMENTS PHASE II

The second phase of construction for the Tivoli Green Apartment development that was Racine County's first multi-family development in over 20 years. Phase II includes two story walk-up apartment buildings and townhomes, with private two-car attached garages.



PROJECT SPOTLIGHT: POTAWATOMI CASINO | HOTEL PROJECT FIRST STRIKE

POTAWATOMI CASINO | HOTEL'S first round of renovations is known as Project First Strike. Phase I includes four new gaming areas, a new bar and three restaurants, a gift shop, an all-new VIP lounge, and over 300 new slot machines located on the second level. The 114,000 SF project began in May of 2022 and was completed in September of 2023.

The expansion of Potawatomi Casino | Hotel allowed for the Casino to remain one of the top employers in Southeastern Wisconsin, projected to add another 600 jobs to its workforce. Another notable aspect of the expansion is that the return of Bingo gaming substantially raised the Casino's philanthropic arm, "Heart of Canal Street" which aims to raise over \$1 Million annually for children's charities in Southeastern Wisconsin.

Features of the newly renovated third floor include Rock & Brews, conceived by Paul Stanley and Gene Simmons, is a 6,000 square-foot rock-themed restaurant featuring a band stage and 48 taps, catering to 200 guests. New dining spots include Cream City Coffee Co. and Street EatZ, offering Milwaukee favorites like barbecue and street tacos, along with a "bar truck" serving slushy cocktails. Potawatomi Provisions, a high-end gift shop, offers luxury items like handbags and jewelry. Renovated gaming areas populate the third floor, including ElevenHundred, the Casino's largest gaming floor featuring 633 slot machines, 16 gaming tables, and a beautiful granite bar and lounge surrounded by custom LED lighting. The exclusive 1833 Club, which showcases a full-exhibition kitchen with visiting celebrity chefs, custom designed sofas, a top-of-the-line bar serving high-end liquors, and a state-of-the-art gaming lounge with 89 slot machines and four high-limit blackjack tables all for VIP guests.

Much of the project success stems from communicated and coordinated efforts from a joint venture between Gilbane | Greenfire and other vested parties. The careful phasing of the project and staging of supplies was vital to keep the venue operating with little disruption to guests. Throughout the project, the team provided oversight for the complexity of the project including relocating gaming machines, installing building systems for the renovated space, and commissioning the space. The result was a successful project completion that was operational and enhanced the hospitality experience.

Upon completion of the project, there was a private celebration for tribal members, veterans, and VIPs to experience the newly renovated spaces. Putting those stakeholders at the forefront of the project is what maintained a high level of quality, safety, and pride throughout the project team.



Our value
is our
PEOPLE



GREENFIRE LEADERSHIP



Jeb Meier
President



Brian Kraus
Chief Financial Officer



Pepi Randolph
VP, Business Development



Tom Heinrich
VP, Operations



Rebecca Sadler
Director of Administration



Paul Hackbarth
Director of Construction



Simmi Urbanek
Director of Marketing



GREENFIRE TEAM

ADMINISTRATIVE TEAM

John Aperi
Robert Boelter
Cheryl Bosquet
Maureen Carlson
Sherrie Harena
Daylanne Mendoza
Michael Moe

PRECONSTRUCTION TEAM

Jessica Henning
Josh Johnson
Joe Kolavo
Ed Person

CONSTRUCTION TEAM

Alan Augustynowicz
Craig Bailey
Zach Barrow
Curt Begotka
Mitch Berti
Nate Brown
Josh Bruesewitz
John Chinault
Marty Cole
Scott Earley
John Fleischman
Daniel Grams
Michael Hankins
Ryan Hermes
Mike Holl
Paul Kaare
Tim Koch
Dave Kwiatkowski
Brandon Lehrer
Mark McCloskey
Randal Navis
Rob Norris
Devin Proctor
Angelo Rodriguez
Mike Smith
Jeff Stanisch
Kevin Stockinger
Gene Widenski
Connor Wierschem
Marc Wisniewski

COMMITMENT TO COMMUNITY

When the Forest County Potawatomi Community (FCPC) built its Milwaukee casino decades ago, its members and leaders knew that simply being located in the community wasn't enough. As a product of the FCPC, Greenfire holds the same foundational beliefs, and we feel strongly that we must be good, active corporate citizens. In fact, **COMMUNITY** is one of our company's core values. This is how our team engages with the community surrounding us.

In 2023, Greenfire sponsored, supported, or attended an array of community-centric events and organizations. Our support ranged from trade and job fairs, to service days, along with community organization drives and events.

Here are just a few of the notable community events and organizations we supported.

MILWAUKEE CHRISTIAN CENTER WINTER WARMTH DRIVE

Greenfire collected and donated over 200 items of winter clothing and apparel which in turn is used by the organizations members. Members of Team Greenfire also volunteered for a day to prepare and cook meals for their guests. We also donated a check for \$1,000 to the MCC's Adult Meal Program.

FIRST NATIONS STUDIES & STOCKBRIDGE-MUNSEE COMMUNITY BACK TO SCHOOL DRIVE

For the fifth year in a row, Greenfire hosted a school supply and donation collection for two academic programs. We donated eight boxes of supplies along with over \$2,000.

CENTER FOR VETERAN'S ISSUES HEROES MARKET DRIVE

Greenfire hosted a drive for the CVI this year and with support of the Wgema Campus, we were proud to collect non-perishable food and winter clothing items along with a donation of \$1,500 for the Heroes Market.

AMERICAN HEART ASSOCIATION'S HEART WALK

Greenfire went virtual this year for the Heart Walk. In lieu of the annual walk, team members joined virtually by sending in photos of their healthy activity. Greenfire donated \$25 for every employee that participated.



2023 AWARDS & RECOGNITION

MILWAUKEE BUSINESS JOURNAL

Largest Milwaukee-Area Minority-Owned Business - #4
Largest Milwaukee-Area Construction Firms - #12
Largest Milwaukee-Area Private Companies - #43
Real Estate Award - R1VER Development

THE DAILY REPORTER

Top Projects of 2022 - The Locklyn Apartments

NAIOP WISCONSIN 2023 CHAPTER AWARDS

Thrive Award

MILWAUKEE MAYOR'S DESIGN AWARD

Tribute Apartments
The Wheatley

WISCONSIN MASONRY ALLIANCE'S EXCELLENCE IN MASONRY AWARD

Best in Show & Excellence in Natural Stone Masonry: Waukesha City Hall
Excellence in Concrete Masonry: Chiswick at Dunwood

A GLIMPSE AHEAD



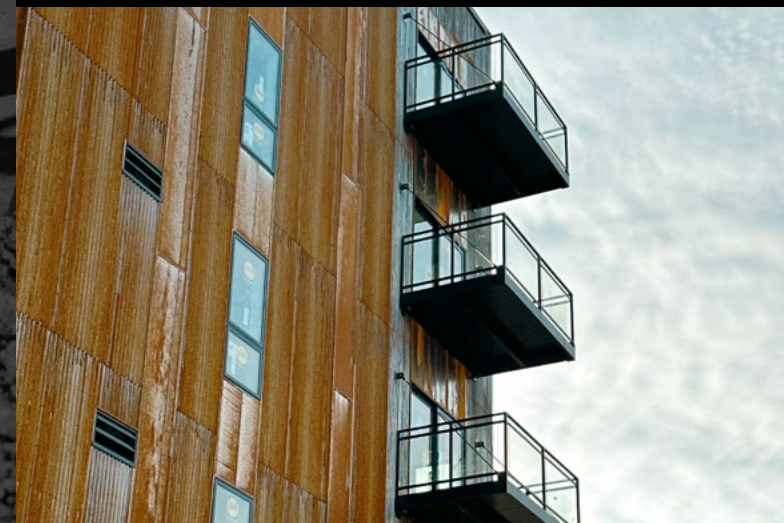
2024 GROUND BREAKINGS

- Greenway Infrastructure Project
- Ho-Chunk Village West
- Jewish Family Services Woodale Crossing
- Potawatomi Carter Casino | Hotel Project Rise Phase I
- River House Phase II
- Locklyn at Olympia Fields Phase II
- GLITC Juvenile Treatment Facility

Greenfire is well underway towards another successful year with many groundbreakings, project milestones and ribbon cuttings on the horizon.

As great as our efforts have been for our clients and partners this past year, equal efforts have been put forth into strengthening and growing our team.

We look forward to overcoming challenges, fostering new relationships, reinforcing current ones, and surpassing expectations in 2024!





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