

# Human Resources and Payroll Applications Case Study



*“Without eCMS financial, human resources and payroll applications, it would have been exceedingly difficult to track and report resource allocation and utilization without hiring additional manpower dedicated to the task. The accuracy of the information was equally important and without an integrated financial and human resources solution, specific contract requirements would not have been easy to meet.”*

— Lori Fernetto, Controller, Clark Construction Company

**Company:** Clark Construction Company

**Industry:** General Contractor

**Construction Services:** Full-service general contractor providing planning/pre-construction services, general contracting, design/build, and program management services

**Corporate Headquarters:** Lansing, Michigan

**Territory / Locations:** offices across the United States

**Client Information:** Clark Construction Company remains one of the largest and most reputable construction companies in the United States and it continues to remain a leader in construction by embracing and incorporating leading-edge technologies: green building (LEED and Green Advantage), Building Information Modeling (BIM), estimating, scheduling, financial and project management solutions.

- Founded in 1946
- Annual Revenue \$200M
- #351 ENR Top 400 Contractor in 2010
- 125 employees
- Approx. 60 AR invoices processed monthly
- Approx. 1,000 AP invoices processed monthly
- 125+ paychecks processed weekly

**Software Applications:** eCMS, Account Payable, Accounts Receivable, General Ledger, Purchasing, Job Cost, Human Resources, Payroll, Document Imaging/Workflow, eForms, and Business Intelligence

**Technology Environment:** IBM System i 515

**Challenge:** Clark Construction Company often engages in retail, food, pharmaceutical, correctional, universities, educational, resorts and entertainment facilities projects. A recent notable project was the design and construction of the FireKeepers Casino for the Nottawaseppi Band of Huron Potawatomis in the state of Michigan, which required a tremendous amount of planning and coordination due to its size, complexity and tight deadline.

The Casino project was comprised of three individual elements: a new casino, an offsite utilities facility and a large parking structure. The goal was to deliver all three components within a very short, 15-month timeframe and within a conservative budget. Delay of the project would have resulted in cost overruns as well as delaying the additional jobs that the casino would generate in an area that already had the highest unemployment rate in the nation. As an added challenge, one of the conditions of the contract required that 20% of the workforce be tribal, yet some of the trades were very specialized and required experienced workers.

**Solution:** Clark Construction Company worked closely with the tribal members and leveraged eCMS to manage all of the accounting, payroll and human resources transactions and reporting functions throughout the project. By leveraging the resource tracking and diversity compliance features of eCMS, Clark was easily able to track the use of tribal labor and ensure that the contract requirement was met. Further, with its comprehensive and integrated job cost application, eCMS allowed Clark Construction Company to monitor job cost on a daily basis on a very detailed level keeping the expenses within budget. In addition, Clark Construction Company was able to run monthly profit projection reports for its executive team, tracking project progress with associated financials.

**Results:** eCMS was able to record resource allocation and utilization real time, allowing Clark Construction Company to not only comply with the contract parameters, but also to ensure that the project’s financial transactions were delivered on time, within budget and without any impact to high-quality craftsmanship. eCMS’s comprehensive financial accounting package enabled Clark Construction Company to deliver the project early while still meeting the project requirements and costs.



FireKeepers Casino  
Battle Creek, Michigan

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