

# CENTURY CITY 1

**Human Resources Requirements**

**Final Report – August, 2016**

Presented by: Northtrack Construction, A Division of The Hoff Group, Inc.

## Century City 1

### Human Resources Requirements Achievement

#### Final Report

Through August 5, 2016

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## Summary

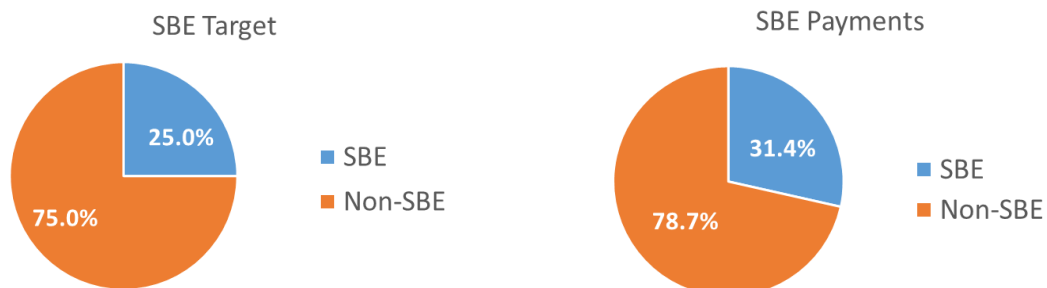
Developer:	Century City 1, LLC
Project Address:	3945 N. 31st St., Milwaukee, WI 53216
Prime Contractor:	Northtrack Construction, a Division of The Hoff Group, Inc.
Total Cost Subject to Participation:	\$2,049,493.99
Construction Draw to Date:	\$2049,493.99
SBE Participation:	31%
RPP Participation:	19%

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## SBE Participation

This yields an **anticipated SBE percentage of 32.3%**.

Through the end of the project, SBEs were paid \$642,828 of \$2,049,494 in construction draws. This yields an **SBE percentage of 31.4%**.



We are quite proud of the SBE achievement, recognizing that City Human Resources requirements have generally been imposed when a project receives \$1,000,000 or more in City assistance. Such a dollar figure will usually be tied to much larger projects, with much lengthier schedules.

SBE FIRM	SUBCONTRACTOR TO	TRADE	TOTAL CONTRACT AMOUNT	AMOUNT PAID THIS MONTH	TOTAL PAID TO DATE
Arteaga Construction	n/a	HVAC	28,682.00	868.20	28,682.00
Horner Plumbing Co	n/a	Plumbing	263,822.00	26,382.20	263,822.00
Heritage Ready Mix	Stark Pavement	Concrete	64,366.76	0	64,366.76
Sonag Ready Mix	JH Hassinger	Concrete	121,948.88	0	121,948.88
Thomas Mason Co	n/a	Painting	50,550.00	15,823.50	50,550.00
Tremmel Anderson Truck	Heitman Inc	Trucking	8,780.00	0	8,780.00
PL Freeman Co	MM Schranz	Roofing	51,678.32	340.00	51,678.32
Allcon LLC	TC Lyons Elec	Electrical	53,000.00	0	53,000.00
TOTAL SBE PARTICIPATION			642,828.08	43,413.90	642,828.08
SBE PARTICIPATION, AS PERCENT OF TOTAL CONTRACT VALUE AND PAID TO DATE			31.4%		31.4%

### Apprentices

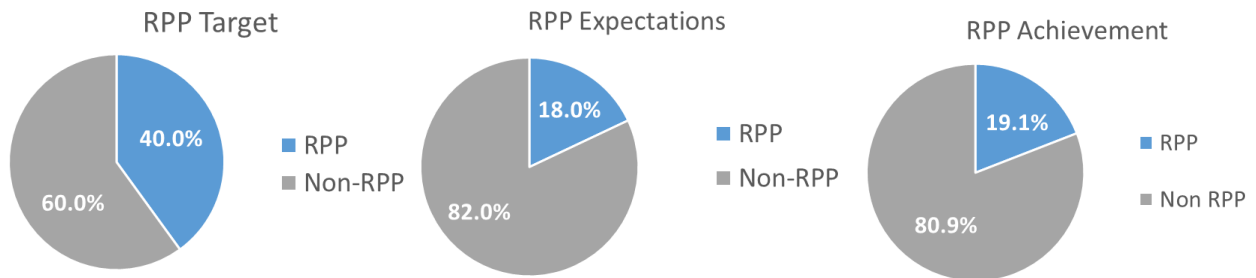
There have been a total of 17 apprentices on the project, 7 of which (41.2%) are City of Milwaukee residents.

### RPP Workers

With respect to RPP workers, we always anticipated that it would be a challenge meeting the City's general goal of 40%. We had frank discussions with the Office of Small Business Development about our concerns, given the fast-track nature of the project, the contractors that had already been selected and the amount of available work in the City at the moment. Another significant hurdle was the limited onsite budget – prefab panels were manufactured offsite (and available from a limited group of manufacturers). Different construction choices might have yielded more available onsite work (and a higher RPP percentage), but would have hampered budgeting and schedule constraints.

Given the challenges, within the earliest stages of the project, we anticipated that we would likely be able to get to 18% by project conclusion.

Through August 5, 2016 RPP workers worked a total of 1,337.75 hours, of a total onsite workforce of 7,021.75, yielding an **RPP percentage of 19.1%**.



Contractor	Trade	Onsite Construction Hours		
		Total Hours	RPP Hours	RPP%
Arteaga Construction Inc	HVAC	63.5	30.0	47
Applewood Drywall	Drywall	223.5	0	0
C & K Services	Nichiha Panels	290.0	0	0
Design Build Fire Protection	Fire Protection	197.0	72.0	36
Fendyk Bros Construction	Fence Erection	169.0	0	0
Germantown Iron & Steel	Structural Steel	7.0	0	0
Heitman Inc	Excavation	464.5	0	0
Horner Plumbing	Plumbing	320.5	0	0
JH Hassinger	Concrete	1,209.0	258.0	21
Lyons Electric	Electric	616.5	0	0
Milwaukee Plate Glass	Glass	308.5	129.5	42
Quick Fab Welding	Structural Steel	710.5	0	0
Schranz Roofing Inc	Roofing	491.5	152.5	23
Stark Asphalt	Paving	1027.8	502.3	48
Thomas A Mason	Painting	198.5	74.5	37
Torres Drywall	Carpentry	197.0	0	0
Midwest Landscaping	Landscape	415.5	119	28%
<b>PROJECT TOTAL</b>		<b>7,021.8</b>	<b>1,337.8</b>	<b>19%</b>

As seen in the chart above, three of our subcontractors had RPP percentages exceeding 40%, with another 2 subs at 36% or above, and still another three at 21% or higher. The difficulty was that we had 9 subcontractors with no RPP participation at all.

On a relatively small, short project, while we were able to impress upon contractors how important RPP participation was, given the short turnaround time and the anecdotal evidence provided by the contractors, we found it difficult to make gains when the project stayed near our initial expectation of around 18%.

Our most difficult areas were excavation, plumbing, electrical and structural steel, where we understand that achievement of significant RPP participation is theoretically achievable, but has been historically difficult on most projects.

Contractors, and those to whom they reached out, indicated that the number of available workers was slim to nonexistent, either due to union affiliation, employment on other jobs or contractor unfamiliarity with outreach methods.

Another difficulty that we faced on the project was the introduction of LCPTTracker. The workforce tracking software that the City uses may ultimately have its benefits, but this was one of the first, if not the first, project on which the City deployed the software, and during our earliest use of it, it seemed to have some kinks that needed to be worked out, and it represented a significant learning curve for our subcontractors, and to some degree, the City.

From our standpoint, it was difficult for our team to track the workforce numbers until well after the hours had been worked, due to difficulty getting the hours uploaded to LCPTTracker. Accordingly, we learned of some of the actual hours well after some contractors were done onsite, making it very difficult, if not impossible to make up for low RPP percentages.

Finally, we did a fair amount of work offsite, and while we did not specifically track those workers, due to the City only reviewing onsite workforce, there is a strong possibility that a review of the offsite hours would have shown additional utilization of RPP workers. We recommend that the City consider offsite workers on future projects.

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On the Century City 1 project, we achieved over 31% SBE participation and 19% RPP participation. We would love to be able to strengthen our RPP numbers in the future, and believe that we have learned a great deal that will help us do that on future projects, including:

- Working closely with OSBD, Employ Milwaukee and others to expand outreach
- Engaging a partner or partners early to assist with outreach
- Requesting some trades to go well beyond 40% to make up for shortfalls elsewhere
- Including strong contract language that binds subcontractors to meeting workforce targets
- Ensuring that subcontractors have a strong grasp of LCPTTracker and demanding prompt and consistent usage
- Considering creative solutions related to offsite RPP workers

We look forward to working with the City on additional projects and anticipate requiring the utilization of RPP workers on non-City projects to address the shortfall on the Century City 1 project.