



PASADENA FIRST BUY LOCAL
EXECUTION OF THE **LOCAL PARTICIPATION PLAN** FOR THE
ROSE BOWL RENOVATION AND TENANT IMPROVEMENT PROJECT

18 MONTH REPORT

JANUARY 2011
to JUNE 2012



PREPARED BY: DEPARTMENT OF FINANCE

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DEPARTMENT OF FINANCE, PURCHASING DIVISION **PASADENA FIRST BUY LOCAL**

Execution of Rose Bowl Local Participation Plan

1 BACKGROUND AND SUMMARY

The City of Pasadena is committed to local hiring. The City recognizes that the construction associated with public and private construction projects can be beneficial to Pasadena residents. As such, the city is firmly committed to creating job opportunities for Pasadena residents. The Local Participation Plan (Plan) was created as an operational extension of the City's Pasadena First Buy Local (PFBL) function which was augmented after reviewing successful programs adopted on other projects. It was then recommended by Rose Bowl staff to utilize City services (PFBL) to assist the Project Team in facilitating the Plan.

On February 17th, 2011, it was recommended by Rose Bowl staff that the City assist the Project Team in facilitating the Plan for the Rose Bowl Renovation and Tenant Improvement Project (Project). As the first nine bids (RB01 through RB09) had already been awarded, these contracts did not include many of the requirements and strategies called for under the Plan. As such, most of the outreach facilitated by City Staff began with RB10. Nevertheless, assistance and support was also offered to contractors working on RB01 through RB09.

As the Project was being built through a "multi-prime" strategy over 19 bid packages, with each bid package containing different areas (trades) of focus, and each prime having different levels of commitment to the goal, there was no singular approach available to execute the Plan. Therefore, it became essential that the City develop a unique approach for the individual parts (bid packages). To that end, PFBL applied outreach strategies to respond to varying deliverables, human resource demands and activities to respond to the desired performance levels of each bid package and commitment. PFBL eventually became an ongoing active member of the Project Team which have included the Project Manager (Bernards Barton Marlow), the Owner's Representative (Parsons), and all of the Prime Contractors (RB01 through RB19).

This report is intended to briefly give an account of the outreach efforts facilitated by City staff in support of the Project Team. Additionally, it includes an accumulative account of the results, progress, and overall execution of the Plan over the life cycle of the Project up to June-2012.

Execution of the Rose Bowl Local Participation Plan



2 RESULTS AND SUCCESS STORIES

Using past large city projects similar size, i.e., City Hall, and the Pasadena Convention Center projects respectively, it was estimated that the Rose Bowl Project would generate between 75 and 100 jobs for Pasadena residents. In the first 18 months of the Project, **there have been 161 Pasadena residents hired** by the contractors totaling \$883,576 in wages paid, and 29,512 hours to Pasadena residents. Additionally, there has been \$4,757,085 in local subcontracting work, and \$3,437,448 in local procurement. This represents a grand total of **\$9,078,109 in local benefit**.

Below is a table to report the number of hours worked by Pasadena residents grouped by trade. The data below is taken from the web-based certified payroll software utilized by the contractors on the Project.

BREAKDOWN OF PASADENA HOURS BY TRADE

| Hours | Craft |
|--------|-------------------------------------|
| 10,856 | LABORER AND RELATED CLASSIFICATIONS |
| 5,342 | DRYWALL INSTALLER / LATHER |
| 3,126 | ELECTRICIAN |
| 2,683 | CARPENTER AND RELATED TRADES |
| 2,614 | PLUMBER |
| 1,720 | IRON WORKER |
| 686 | CEMENT MASON |
| 559 | SHEET METAL WORKER |
| 485 | PLASTERER |
| 339 | OPERATING ENGINEER |
| 279 | CARPET, LINOLEUM, RESILIENT |
| 205 | ROOFER |
| 191 | BRICK TENDER |
| 178 | GLAZIER |
| 130 | PAINTER |
| 118 | FIELD SURVEYOR |

2 RESULTS AND SUCCESS STORIES (con't)

Below is a chart that provides a breakdown of the number of residents hired by zip code. In addition, there is a detailed breakdown of some of the trades utilized by each contractor grouped by zip code.

| Zip Code | Number of Pasadena Residents Hires |
|----------|------------------------------------|
| 91101 | 19 |
| 91103 | 61 |
| 91104 | 51 |
| 91105 | 4 |
| 91106 | 7 |
| 91107 | 19 |

| HOURS | CONTRACTOR | TRADE |
|-----------------------|-----------------------------------|--|
| 91101 1,120.00 | H L Moe Company, Inc | plumber |
| 642.50 | Clark Construction | carpenter and related trades |
| 464.00 | Bapko Metal Fabricators | iron worker |
| 435.00 | San-mar Construction | carpenter and related trades |
| 296.00 | Mirage Builders, Inc | drywall installer / lather (carpenter) |
| 294.00 | Rutherford Company, Inc | drywall installer / lather (carpenter) |
| 209.00 | San-mar Construction (sub to pcl) | carpenter and related trades |
| 161.00 | Steve Greene Construction | laborer and related classifications |
| 137.50 | San-mar Construction | laborer and related classifications |
| 91103 1,534.00 | Mirage Builders, Inc | drywall installer / lather (carpenter) |
| 872.00 | Western Waterproofing | laborer and related classifications |
| 823.50 | Diamond contract services, inc. | laborer and related classifications |
| 787.00 | Dynalectric/kdc systems | electrician |
| 588.00 | PCL Construction | laborer and related classifications |
| 571.00 | Rutherford Company, Inc | plasterer |
| 397.50 | San-mar Construction | carpenter and related trades |
| 396.50 | Mcguire Contracting, Inc. | laborer and related classifications |
| 318.00 | Malcolm Drilling Company, Inc. | laborer and related classifications |
| 267.00 | Kar Construction | carpenter and related trades |
| 232.00 | Conrod Concrete, Inc. | laborer and related classifications |
| 230.00 | Lawrence W Rosine Co | carpet, linoleum, resilient |
| 218.00 | Masonry Concepts | cement mason |
| 192.50 | Steve Greene Construction | laborer and related classifications |
| 192.00 | San-mar Construction | laborer and related classifications |
| 127.00 | Advantage Demolition and Grading | laborer and related classifications |



2 RESULTS AND SUCCESS STORIES (con't)

SUCCESS STORIES:

The city has received several positive reports of individual successes throughout the first 18 months (January 2011, to June 2012). The success stories below were provided by the partners, and/or contractors that help to facilitate the results achieved thus far. The most recent success stories are listed first:

Diamond Contract Services (DCS) provides a tailored, personalized maintenance regimen to address specific clean up needs. While DCS is a janitorial service company, they also provide construction clean up (paying prevailing wages) for the Rose Bowl Project. DCS has maintained over 99% local hiring for their construction clean up contract on the Rose Bowl project.

The Press Box Completion Package (also known as RB12) represented a majority of the work performed between January- and June-2012. During which time, **Clark Construction (Clark)** and their subcontractors demonstrated a strong commitment to fulfilling the Plan. Clark led the way by working with the entire Project Team, the City's collaborative partners, and fully supporting the outreach strategies proposed in the Plan. As a result, **RB12 achieved 16.1% in local hiring** totaling \$312,087 in payroll during this reporting period. Through Clark's own commitment, and leadership in this effort, Clark worked directly with their union subcontractors to influence a result which exceeded the local hiring goal during this reporting period. Clark's top performers by percentage were:

| Subcontractor | Local Hiring Percentage |
|----------------------------------|-------------------------|
| Cabrinha Hearn & Associates | 49.6% |
| Bapko Metal Fabricators | 34.5% |
| Mirage Builders, Inc | 30.6% |
| Advantage Demolition and Grading | 26.5% |
| Gonsalves & Santucci Inc | 19.2% |
| Limbach Company LP | 17.2% |
| H L Moe Company, Inc | 15.4% |

Consistent with the "Local Hiring Strategy" submitted by Clark Construction during the bid process: the certified payroll data demonstrates that 100% of the Craft workers were filled by Pasadena residents.

Execution of the Rose Bowl Local Participation Plan

2 RESULTS AND SUCCESS STORIES (con't)

RB12 is the first work package to reach and exceed the 15% goal. Clark Construction has also reported the following successes:

Although local certified payroll wages performance shows a cumulative 16.1% rate, it has fluctuated between 15-20.8% based on the project's construction activities.

Among other apprentices from Pasadena, Clark reports that 12 Flintridge Center graduates were sponsored on RB12.

One apprentice (Tile Layer) performed so well that the contractor has taken him on another six-month project in Newport Beach.

According to the certified payroll data, RB12 employed 59 new Pasadena residents between January and June 2012.

The following successes were reported during the first 12 months of the Project:

There was early success reported by one of the city's outreach partners **Labor Ready: Labor Ready**; and **Angeles Construction Services** were able to represent 19 of the first 26 local hires on the project. Additionally, one individual reported that two of their local hires logged over 500 work hours.

It was anticipated that **DCS** could be critical for hiring Pasadena residents at a future point in the project. City staff facilitated a recruitment effort that enabled this contractor to achieve over 99% local hiring on the project.

In looking forward to upcoming opportunities, preparing Pasadena residents for apprenticeship opportunities would be necessary for future hiring. The **Laborers Union (Local 300)** was essential in targeting Pasadena residents for long term training opportunities. The Local 300 facilitated two apprenticeship trainings which graduated a total of 13 Pasadena residents, all of which have worked on the Project and/or were dispatched to other construction projects for work.

Staff projected that financial assistance would be necessary for Pasadena residents to maximize hiring opportunities on the Project: **The Los Angeles Urban League** became a critical partner in providing financial assistance to several Pasadena residents for equipment and union dues.

Execution of the Rose Bowl Local Participation Plan



4 LOCAL PARTICIPATION PLAN DELIVERABLES

The items below represent the deliverables in the Plan adopted by the RBOC on February 17, 2011. These items were also called for in the bid documents (from November-2010) and were eventually adopted as part of the Plan. **These items were delivered by City staff within the first six months.** The Plan includes the following general task items:

| Status | Deliverable |
|-----------|---|
| Completed | Promotion of pre bid meetings |
| Completed | Staffing of a Local Hiring Advisory Group |
| Completed | Labor and Contract Compliance Monitoring Systems (LCP Tracker and B2GNow) |
| Completed | Weekly Meetings with Contractors |
| Completed | Pre Award Meetings with Selected Contractors |
| Completed | Conduct Outreach to Local Organizations and Community Centers |
| Completed | Conduct outreach to Union Building Trades |
| Completed | An Opportunity Fair for Local Businesses and Residents |

5 ACCUMULATIVE ONGOING OUTREACH SERVICES

The following chart represents the number of detailed work items facilitated or participated in by city staff to support the general tasks.

| Status | Deliverable |
|---|-------------|
| Responses to Pasadena Residents | 610 |
| Workshops facilitated for Pasadena businesses and residents | 4 |
| Pasadena Resident Referrals | Over 600 |
| Pasadena Business Referrals | Over 600 |
| Meetings with the Local Hiring Advisory Group | 21 |
| Reports Prepared for the Local Hiring Advisory Group | 37 |
| Monthly Reports to RBOC | 18 |
| Owner, Contractor and Architect Meetings | 75 |
| Owner Representative Meetings | 54 |
| LCPTTracker and B2Gnow Training Sessions | 4 |
| Subcontractor Solicitation Processes (Good Faith Efforts) Reviewed | 15 |
| Facilitated outreach for technical assistance to non-profit organizations | 8 |
| Building and Construction Trade Unions Contacted | 50 |
| Pre Bid Meetings | 12 |
| Post Bid (pre award) Interviews | 26 |
| Individual Outreach Mailers to all Pasadena businesses and residents | 11 |

5 ACCUMULATIVE ONGOING OUTREACH SERVICES (con't)

INTAKE, OUTREACH, AND REFERRAL PROCESS

Extensive outreach efforts were made to sign up Pasadena residents for construction job referrals. Outreach procedures and instructions were sent out to over 600 applicants.

Extensive outreach efforts were made to confirm Pasadena residency for construction job referrals. In March 2011, Residency confirmation procedures and instructions were sent out to over 200 Pasadena residents to prepare them for referrals. A contract with "A-Check America" was executed and managed by the City to facilitate Pasadena residency verification. Today, over 430 Pasadena residents have been confirmed.

To better support the contractors willing to hire Pasadena residents, the city made efforts to verify the construction skill sets of Pasadena residents in the database. To that end, a contract was executed and managed by the City with Alta/Pasa Community Improvement Center to facilitate construction skills assessment of some of the Pasadena residents in the database.

Local Hiring Database Breakdown: There are over 1,100 people registered in the city's local hiring database, of which, over 430 were confirmed to be Pasadena residents. Some residents are in multiple trades. These residents are requesting referrals for various construction trades. All residents have been referred for one or more trades.