# HERITAGE SQUARE SENIOR HOUSING







#### **Objectives**

- Maximize employment, training and procurement opportunities for Pasadena individuals, families and businesses.
- Exceed 20% local hire, 20% local sub-contractors, 20% local vendors/procurement goals.
- Provide opportunities for Pasadena residents to live in Heritage Square.
- Develop service plan that will enable Heritage Square residents to live independently as long as possible.





#### **Key Stakeholders**

- Northwest Pasadena Community
- City of Pasadena
- County of Los Angeles
- State of California
- U.S. Department of Housing and Urban Development
- BRIDGE Housing Development Team
- Pasadena based businesses and individuals





#### **BRIDGE Housing Development Team**

- BRIDGE Housing (Developer)
- Steinberg Architects (Architect)
- Morley Builders (General Contractor)
- Masbuild, Inc. (Construction Manager)
- The John Stewart Company (Property Management)
- Huntington Senior Care Network (Service Coordinator)





# City of Pasadena Development and Lease Agreement Requirements

- Local Benefits Plan: achieve 20% goals for local hiring, local subcontracting and procurement of materials locally.
- Marketing Plan: implement affirmative outreach plan targeted to local residents interested in residing in Heritage Square.
- Service Plan: develop case management model to ensure services are available for Heritage Square residents.





#### **Community Outreach Efforts**

- Met with more than 25 individuals representing local community organizations, faith based coalitions and workforce training and sourcing providers.
- Each meeting offered additional insight about the proposed development from stakeholder group's perspective.
- Emphasized need for community involvement throughout development process.





#### **Workforce Training Programs**

- Flintridge Pre-Apprenticeship Program
- Pasadena City College Building Construction Program
- Pasadena City College Electrical Program
- City of Pasadena Foothill Employment & Training Connection
- Alta/Pasa Community Improvement Center
- Altadena Economic Development Board
- Ideal Youth





#### **Workforce Sourcing Organizations**

- City of Pasadena First Source Hiring
- Union Station Sources
- Foothill Vocational Opportunities
- Women at Work





#### **Faith Based Organizations**

Ecumenical Council of Pasadena Area Churches

#### **Community Organizations**

- Pasadena Community Coalition (Membership includes NAACP, Pasadena Armenian Council, Affordable Housing Services, and other area businesses and residents)
- Pasadena Senior Commission





#### **Issues identified in Stakeholder Meetings**

- Desire for greater community involvement in this project than other current and past projects including the Rose Bowl renovation.
- Real employment of skilled labor at all levels and throughout the project and not just as day laborers.
- Real work for local sub-contractors and suppliers.
- Employment opportunities for non-labor positions.
- Opportunities for inclusion of a broader range of non-traditional workers such as special needs, students/young adults, older and chronically unemployed.





#### **Issues Identified in Stakeholder Meetings**

- Comply with City's Living Wage requirements.
- Real accountability and reporting of results. Checks and balances in place to ensure that 20/20/20, a doable goal, is actually met.
- Desire to have oversight by a broad representation of local community, business and residents.
- Bonding and insurance assistance for small local subcontractors unable to meet insurance and bonding requirements.
- Accessibility to development team for communication and input during development process.
- Affirmatively market to Pasadena seniors, in particular Northwest Pasadena residents, for available rental housing.
- Assurance that goals are not just words.





#### **Outcomes of Community Meetings**

- Link existing Pasadena job placement and recruiting organizations by posting contact information for these organizations on the Heritage Square website which will be unveiled 1<sup>st</sup> quarter 2012.
- Develop an information sheet about the proposed development and provide to all interested sub-contractors and suppliers and post on Heritage Square website.
- Partner with existing local workforce sourcing agencies for employment needs.
- Create strong linkages to existing Pasadena workforce apprenticeship training programs.





#### **Local Workforce Referrals**

- At the last community meeting Morley Builders offered to put local construction workforce in touch with subcontractors working on other projects in the LA Basin, where Morley is the general contractor, for possible employment.
- Workers have contacted Morley Builders inquiring about work on other Morley projects and were referred to subcontractors hired by Morley for the company's Los Angeles County projects including one here in the city of Pasadena.





#### **Local Subcontracting Outreach**

- Morley Builders will outreach to local qualified subcontractors through Heritage Square website.
- Morley Builders will utilize City of Pasadena First Source and other existing databases from local unions/organizations.
- To increase the participation of small local subcontractors, who may not be able to meet the minimum insurance requirements, Morley Builders will evaluate potential of providing bonding and insurance under their master insurance policy.





#### **Subcontractor Workshops**

In order to maximize qualification and success of our subcontractors we will provide and schedule free periodic workshops to discuss LBP goals and procedures including:

- Licensing
- Bonding
- Insurance
- Certified Payroll
- Prevailing Wage Requirements
- Living Wage Requirements
- Reporting Requirements





#### **Purchase of Local Materials**

#### **Supplier Database**

Morley Builders will create and maintain a database of local suppliers to ensure that a minimum of 20% of the procurement is through Pasadena suppliers.

- Outreach to Suppliers within City of Pasadena through email and fax
- Create Local Supplier Database
  - Material
  - Equipment
  - Services
  - Etc.





#### **Communications Plan**

Establish a method to foster open communication regarding the Heritage Square development to ensure opportunity for community input.

- Continue meeting with stakeholders groups to solicit input.
- Create an interactive Heritage Square website with up-to-date project information and offer local residents the ability to provide input.
- Establish a telephone hotline and tracking matrix for residents interested in working on construction development, or living in completed development, and follow up with individuals on a regular basis.
- Utilize city of Pasadena Neighborhood Connections and other existing communications media.





#### **Tracking and Reporting**

- Continuously monitor the effectiveness of the LBP by obtaining data from participants in the three categories in order to track the success and maximize the full benefit to the community.
- Develop monthly LBP progress reports as required under the Development and Lease Agreement and submit to the Housing Director for transmittal to the various bodies including:
  - Fair Oaks PAC or successor Oversight Committee created by City of Pasadena
  - Community Development Committee
  - Pasadena Economic Development & Technology Committee
  - Pasadena City Council



