



Preliminary Local Economic Impact & Workforce Plan

Pasadena Transit Operations and Maintenance Facility Project



TABLE OF CONTENTS

TABLE OF CONTENTS	1
INTRODUCTION: ECONOMIC IMPACT COMMITMENT	2
DEFINITIONS	3
LOCAL ECONOMIC IMPACT CONTRACTUAL GOAL	6
LOCAL WORKFORCE ASPIRATIONAL GOAL	7
METHODOLOGY & APPROACH	8
Outreach & Education	8
Outreach & Education Activities	9
Pasadena Citywide Construction Opportunity Form	10
Subcontractor Accountability	10
Tracking & Reporting	10
Tracking & Reporting Metrics	11
APPENDIX	12
Appendix A: Local Workforce Market Analysis	12
Appendix B: City of Pasadena Local Craftworker List	12
Appendix C: Definitions Continued	13

INTRODUCTION: ECONOMIC IMPACT COMMITMENT

The Pasadena Transit Operations Maintenance Facility Project represents a transformative investment in the City's infrastructure to support the growth in local transit services. PCL Construction (PCL) recognizes that projects of this scale carry a responsibility that extends beyond construction and that it must deliver meaningful and measurable benefit to the Pasadena community.

In alignment with the City of Pasadena's priorities and in direct response to the community's interest in local participation, PCL has established a **Pasadena First Economic Impact and Workforce Commitment** for this project. This commitment is designed to ensure Pasadena residents, workers, and businesses have clear pathways to participate in and benefit from this historic investment.

Through this plan, PCL commits to:

- **A minimum of 10% Local Economic Impact**, directing project investment to Pasadena-based businesses, suppliers, and workforce participation;
- **An aspirational 10–15% Local Workforce Participation goal**, prioritizing Pasadena residents while reflecting regional labor availability;
- **Creation of long-term career pathways**, including sponsorship and placement opportunities connecting Pasadena residents to union apprenticeship and skilled trade programs;
- **Structured subcontractor accountability**, requiring trade partners to actively support local participation objectives; and
- **Transparent tracking and reporting**, providing measurable visibility into workforce participation and local economic outcomes throughout construction.

This project is being intentionally leveraged to expand access for Pasadena residents — not only for this project, but for future capital investments across the region. PCL's approach focuses on creating sustainable opportunities by strengthening workforce pipelines, supporting local businesses, and connecting community members to family-sustaining construction careers.

This Economic Impact & Workforce Plan outlines **what the City of Pasadena can expect to see, how these commitments will be delivered, and how progress will be measured and reported** throughout the life of the project. PCL is proud to partner with the City to deliver a streamlined, sustainable Transit Operations Maintenance Facility while ensuring this investment contributes to the City's long-term economic vitality and workforce development goals.

DEFINITIONS

Local – Contractual Definition

For purposes of this Project and consistent with Section 6.1.7.1 of the Contract, “Local” refers to qualified residents and businesses located within the designated geographic areas identified by the City of Pasadena.

Local Resident	Individuals residing within the following eligible ZIP codes: 91001, 91024, 91101, 91103, 91104, 91105, 91106, and 91107, encompassing Pasadena, Altadena, and Sierra Madre.
Local Business	Firms with a verified business address located within the following eligible ZIP codes: 91101, 91103, 91104, 91105, 91106, and 91107.

These geographic definitions establish the basis for measuring and reporting compliance with the Project’s Voluntary Local Hire and Local Business CMAR Commitment.

Local – Regional Workforce Definition

For purposes of workforce participation tracking and reporting, the Project team has adopted an expanded Local (Workforce) definition following the completion of Phase 1. This definition is being incorporated as an additional aspirational workforce goal, supplemental to the Contract-defined local economic impact commitment. While the Project is not governed by a project-specific Project Labor Agreement (PLA), this framework intentionally follows regional PLA approaches and workforce practices to reflect the realities of union labor availability, dispatch patterns, and regional workforce systems.

Under this framework, Local (Workforce) is defined using a tiered geographic structure that prioritizes Pasadena residents while recognizing the broader regional labor shed from which qualified union craft workers are typically dispatched.

Tier 1 includes zip codes located entirely within the Cities of Pasadena, Altadena, and Sierra Madre and represents the highest geographic priority for local economic impact and workforce participation. Tier 2 includes communities served by the Pasadena Unified School District (PUSD) and the Foothill Workforce Development Board (FWDB). Tier 3 includes all individuals and businesses located within a ten-mile radius of the project site.

Tier 1 – Cities of Pasadena, Altadena, and Sierra Madre (Primary Local Priority)	
City	Zip Codes
Pasadena, Altadena, Sierra Madre	91001, 91024, 91101, 91103, 91104, 91105, 91106, 91107

Tier 2 – Foothill Workforce Development Board Service Area	
City / Area	Zip Codes
Altadena	91001
Sierra Madre	91024
Arcadia	91006, 91007
Duarte	91010
Monrovia	91016, 91017
South Pasadena	91030

Tier 3 – Regional (10-Mile Radius)	
City / Area	Zip Codes
Pasadena	91101, 91103, 91104, 91105, 91106, 91107, 91108
Altadena	91001
La Cañada Flintridge	91011
Sierra Madre	91024
South Pasadena	91030
San Marino	91108
Arcadia	91006, 91007
Temple City	91780
San Gabriel	91775, 91776
Alhambra	91801, 91803
Monterey Park	91754, 91755
Rosemead	91770
El Monte	91731
Duarte	91010
Monrovia	91016
Glendale	91201, 91202, 91203, 91204, 91205, 91206, 91207, 91208, 91214
Burbank	91501, 91502
Los Angeles (Northeast)	90031, 90032, 90039, 90041, 90042, 90065
Sunland / Tujunga	91040, 91042
La Crescenta / Montrose	91020
Azusa	91702

Craft Worker

An individual employed in a skilled or semi-skilled construction trade who performs manual or technical labor in support of construction activities. Craft workers typically operate in the field and may be union or non-union, depending on project requirements. Examples include, but are not limited to, carpenters, laborers, electricians, ironworkers, plumbers, cement masons, and operating engineers.

Professional Services Worker

An individual who provides specialized professional, technical, or advisory services that support the planning, design, compliance, coordination, or execution of the project, but who does not perform physical construction labor. These roles are generally office-based or hybrid and may include licensed or credentialed professionals. Examples include architects, engineers, inspectors, consultants, estimators, schedulers, safety professionals, and compliance specialists.

Project Management Worker

An individual employed by the Construction Manager, trade partners, or consultants whose primary responsibilities relate to overseeing, coordinating, and administering the project. These roles support delivery of the project through planning, scheduling, cost control, quality management, safety oversight, and stakeholder coordination. Examples include project managers, assistant project managers, project engineers, superintendents, field engineers, and construction administrators.

Trade Partner

A firm contracted to perform a defined scope of construction work on the project. Trade partners may include subcontractors, specialty contractors, or prime trade contractors responsible for furnishing labor, materials, equipment, and supervision necessary to complete their assigned scope. Trade partners are key contributors to workforce participation and local economic impact outcomes.

Supplier

A business entity that provides materials, equipment, goods, or consumable products used in support of the project but does not perform on-site construction labor as part of its contract. Examples include material suppliers, equipment vendors, manufacturers, distributors, and service providers supplying goods such as concrete, steel, lumber, electrical components, safety equipment, fuel, water, or office supplies.

Hours

The total number of work hours performed on the Project by individuals meeting the defined Local (Workforce) criteria during the applicable reporting period. Hours are tracked through certified payroll reporting systems and serve as the primary quantitative measure of workforce participation, reflecting the extent of employment opportunity generated.

Headcount

The total number of unique individuals meeting the defined Local (Workforce) criteria who perform work on the Project during the applicable reporting period, regardless of total hours worked. Headcount provides visibility into the number of local workers engaged and supports reporting on individual employment outcomes in addition to overall labor volume.

Spend

Refers to the total dollar value of payments made for construction-related work and services on the Project during the applicable reporting period. For purposes of calculating local economic impact, the basis for total construction spend is defined as 10% calculated on the direct cost of the work (subcontract work), plus General Conditions and General Requirements (contractor staff and additional services necessary for construction).

Local Spend represents the portion of this total construction spend directed to firms meeting the defined Local criteria and is used as the primary financial metric to measure our overall local economic impact commitment.

Additional definitions can be referenced in Appendix C: Definitions Continued.

LOCAL ECONOMIC IMPACT CONTRACTUAL GOAL

We are committed to achieving a minimum cumulative Local Economic Impact equal to 10% of the construction cost for the Pasadena Transit Operations Maintenance Facility. This commitment reflects our intentional effort to direct a meaningful portion of project investment into the local Pasadena economy and to support businesses and workers connected to the community served by the project.

For purposes of this Plan, the 10% Local Economic Impact commitment is calculated on a cumulative basis and may be satisfied through a combination of qualifying expenditures and participation across multiple categories, as outlined below. This approach recognizes the interconnected nature of construction delivery and allows for flexibility in achieving measurable local impact while maintaining project performance requirements.



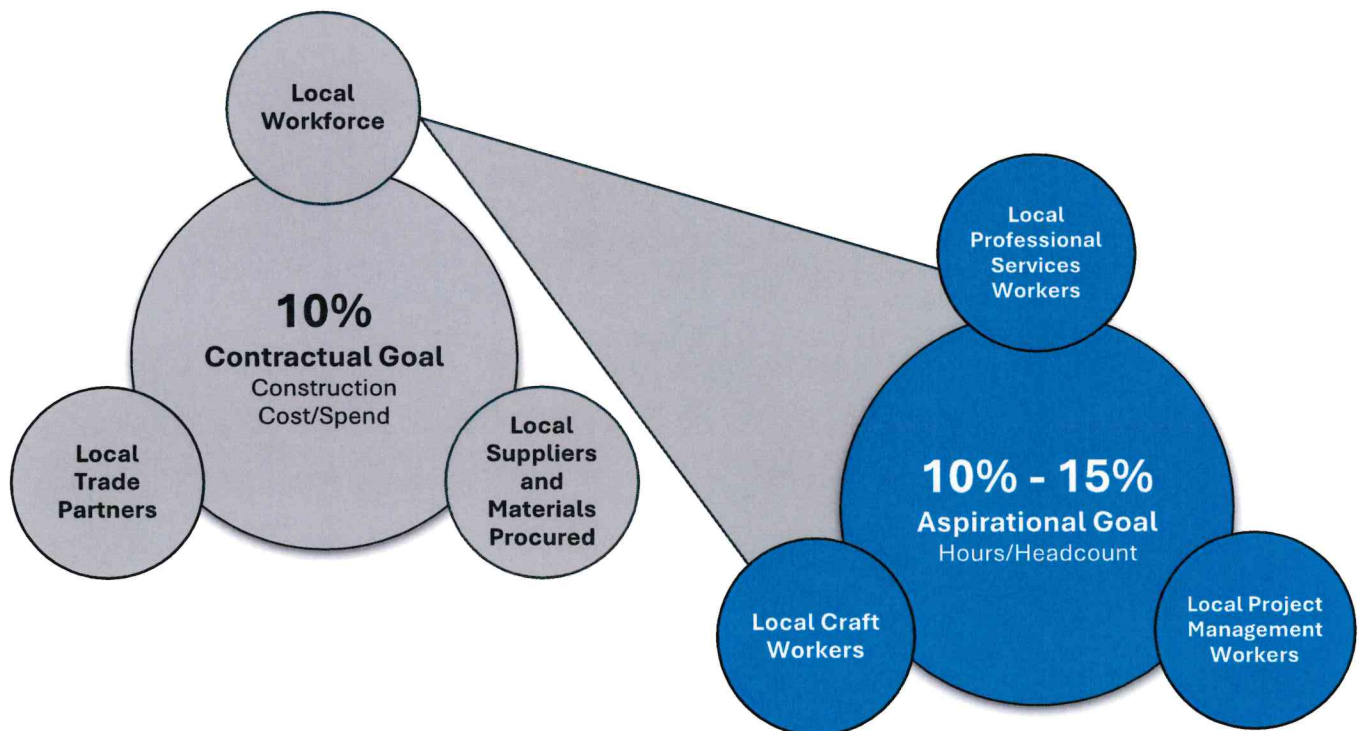
Our 10% Local Economic Impact commitment is inclusive of the following groups:

1. **Local Workforce:** Wages and labor costs associated with eligible local workers, including craft workers, project management staff, and professional services personnel, as defined in this Plan, who reside within the established geographic priority tiers.
2. **Local Suppliers and Materials Procured:** Expenditures for materials, equipment, goods, and consumable products procured from eligible local suppliers headquartered or operating within the defined geographic priority tiers.
3. **Local Trade Partners:** Contract values and associated payments to eligible local trade partners, subcontractors, and specialty contractors that perform construction-related scopes of work on the project and meet the geographic criteria defined herein.

Local Economic Impact will be tracked and reported cumulatively across all three categories, rather than as standalone or isolated targets. Participation within each category may vary over the course of the project based on scope, sequencing, and market availability; however, all qualifying participation will contribute toward the overall 10% commitment. This cumulative framework allows the project team to holistically evaluate economic impact outcomes and ensures transparency in how local participation is measured, documented, and reported throughout Phase 2 – Construction.

LOCAL WORKFORCE ASPIRATIONAL GOAL

In response to City Council's desire to prioritize local workforce participation and recognizing the current constraints within the local labor market, PCL has established an additional aspirational local workforce participation goal of 10%–15%. This goal is intentionally inclusive of all local workforce working on the project, regardless of trade or tier, and reflects a commitment to maximizing local participation wherever feasible while remaining responsive to labor market conditions. Local workforce participation will be tracked using total hours worked and unique worker headcount, providing transparency into employment outcomes independent of overall project spend. The use of an aspirational range allows the project team to pursue aggressive local hiring and sponsorship efforts while continuing to invest in workforce pipeline development to expand local availability over time.



New Careers for Local Residents

In addition to the Project's 10%–15% local hire aspirational goal, PCL is committed to maximizing local access to workforce entry points across both field and office environments, including internships, administrative roles, and early-career project support positions, in addition to placements into the skilled trades. This includes the launch of project-aligned internship opportunities for Pasadena City College (PCC) students, designed to expose local students to construction operations, project administration, and professional career pathways within the industry.

Through active coordination with subcontractors, local craft unions, apprenticeship readiness programs, workforce partners, and educational institutions, PCL will seek opportunities to sponsor Pasadena residents into union apprenticeship programs, support internships and administrative placements, and facilitate new career on-ramps that lead to long-term, family-sustaining construction careers. It is imperative to note that as a union signatory general contractor, PCL can only facilitate the placement of graduates from Multi-Craft Core Curriculum (MC3)–aligned apprenticeship readiness programs with union signatory contractors; however, within this framework, the project team will prioritize local candidates and work collaboratively with union and workforce partners to expand access to both craft and non-craft career pathways tied to the Project.

METHODOLOGY & APPROACH

PCL's Methodology and Approach outlines our comprehensive strategy for advancing local workforce and business participation on the Pasadena Transit Operations Maintenance Facility Project. The approach integrates outreach, education, subcontractor accountability, and data-driven tracking to ensure equitable access, measurable outcomes, and transparency throughout the project lifecycle. Grounded in place-based engagement and long-term capacity building, this methodology is designed to not only support successful project delivery, but to leverage this public investment to strengthen Pasadena's workforce and business pipeline for future capital projects.

Outreach & Education

Outreach and education are the foundation of an effective local hire and business inclusion strategy and serve as the entry point to identifying, preparing, and connecting Pasadena-based workforce and business partners to project opportunities. In a concentrated and highly networked community like Pasadena, these efforts must be intentional, hyper-local, and forward-looking, designed not only to meet the immediate needs of the Pasadena Transit Operations and Maintenance Facility Project, but to leverage this major taxpayer-funded capital investment to strengthen the long-term pipeline of local talent and businesses for future public and private construction projects.

Building on PCL's proven approach to year-round outreach and workforce development, successfully implemented across large, complex public projects, the project team will continue to deploy a Pasadena-specific Outreach & Education Methodology that prioritizes access, preparedness, and sustained community benefit.

1. Strategic, Place-Based Outreach: The project's outreach strategy focuses on targeted engagement within Pasadena's immediate neighborhoods, recognizing the City's dense ecosystem of residents, small businesses, workforce partners, and educational institutions. Outreach is coordinated in collaboration with the City of Pasadena, Pasadena Workforce Development partners, local community-based organizations, and labor partners to ensure messaging reaches local residents.
2. Education as Pipeline Development: Education are structured to demystify pathways into construction careers and contracting opportunities while clearly communicating project requirements, timelines, and expectations. For many Pasadena residents and small businesses, the Pasadena Transit Operations and Maintenance Facility Project may represent a first point of exposure to union construction, public works contracting, or large-scale capital projects.
3. Building for This Project & Preparing for the Next: The project team recognizes that not all interested Pasadena residents or firms may be immediately positioned to participate on the Pasadena Transit Operations and Maintenance Facility Project. Rather than viewing this as a limitation, the Outreach & Education Methodology intentionally treats the project as a launch point for long-term capacity building.
4. Continuous Engagement and Accountability: Outreach and education efforts are tracked throughout the project lifecycle to ensure effectiveness and alignment with local hire and workforce participation goals. Data collected through sign-ins, workforce tracking systems, and partner feedback will inform ongoing adjustments to outreach strategy and help identify gaps or opportunities for deeper engagement.

By embedding outreach and education into the project's broader economic impact strategy, the Pasadena Transit Operations and Maintenance Facility Project will not only support successful project delivery but

will also contribute to a stronger, more prepared local workforce and business community, positioned to benefit from Pasadena’s current and future capital investments.

Outreach & Education Activities

The following provides an overview of the outreach and education activities initiated by PCL during Phase 1 and planned to continue throughout the duration of the project to support local workforce and business participation. To maximize reach and efficiency, certain activities have been, and will continue to be, combined where appropriate.

Activity	Target Audience	Purpose	Outcome
Launch & Promotion of Pasadena Citywide Construction Opportunity Form	Pasadena residents, workers, local firms	Centralized intake to identify interest and baseline readiness	Living pipeline of workforce & business participants
Project Information & Access Events (Pasadena-based)	Local workers & small businesses	Provide overview of scope, timeline, hiring needs, and contracting pathways	Early engagement and preparation
Business Readiness Workshops	Pasadena-based firms	Education on insurance, bonding, safety, compliance, and prequalification requirements	Increased readiness to compete
Careers in Construction Workshops	Residents, ARP participants, transitional workers	Explain union pathways, apprenticeship readiness, and project hiring timelines	Increased local workforce entry
Apprenticeship Readiness Program (ARP) Coordination	ARP graduates & union partners	Align outreach with program cycles and support transition into union dispatch	Local apprenticeship placement
Youth & STEM Exposure Activities	Pasadena students (K-12 & college)	Early awareness of careers in design & construction	Long-term workforce pipeline development
Tracking & Follow-Up Outreach	Form respondents, event attendees	Re-engage participants as scopes open	Conversion from interest to placement

Pasadena Citywide Construction Opportunity Form

In October 2025, in partnership with the City of Pasadena Public Works and several other City departments, the project team launched the Pasadena Citywide Construction Opportunity Form as a centralized intake and engagement tool to identify local workforce and business interest across Pasadena. The form was designed to capture baseline information from residents, workers, and firms seeking access to construction career pathways and contracting opportunities, both on the Pasadena Transit Operations and Maintenance Facility Project and on future capital projects citywide. In addition to the Citywide Survey responses, PCL will also engage with current lists of available local workers in Pasadena to ensure alignment with immediate hiring needs and maximize local participation. Throughout the lifecycle of the project, the team will continue to actively utilize and promote the form through outreach events, community partners, and City communication channels to ensure ongoing visibility and access. Information collected will be used to support targeted outreach, connect participants to appropriate workforce training, apprenticeship readiness, or business development resources, and maintain a living pipeline of local talent and firms that can be activated as project needs evolve.

Subcontractor Accountability

During the GMP bid process, PCL incorporated Local Economic Impact Participation expectations directly into the bid documents and subcontract agreements. These provisions require advance planning, standardized tracking, and periodic reporting of local workforce and local business participation using a consistent documentation matrix, as outlined in Appendix A. Subcontractor participation expectations are summarized below:

1. Subcontractors are required to demonstrate a Good Faith Effort in advancing the Project's local economic impact objectives and are strongly encouraged to target approximately 10% of their final contract value through a combination of local labor utilization, local procurement, and subcontracting with Pasadena-based firms.
2. Prior to mobilization, each subcontractor must submit a written participation plan outlining their strategy to meet local economic impact objectives, along with a forecast identifying their anticipated levels of local labor participation, purchasing, and subcontracting commitments. Subcontractors must also provide a workforce projection aligned with the Project's 10%–15% local hire aspirational goal. These projections establish a measurable baseline against which performance will be tracked and evaluated throughout the lifecycle of the project.
3. Throughout construction, subcontractors are required to document outreach efforts and submit periodic reports detailing actual local workforce participation and local spend. If participation trends below the approved forecast, subcontractors will be expected to submit a corrective action or mitigation plan identifying specific steps to improve performance and realign with project objectives.

Tracking & Reporting

To ensure transparency, accountability, and measurable progress toward the Project's local workforce and local economic participation goals, PCL will implement a structured tracking and reporting methodology utilizing established workforce and financial management systems.

Local craftworker participation will be tracked using LCPtracker, which will be utilized to monitor worker utilization, local hire percentages, apprenticeship participation, and hours worked throughout the duration of construction. This platform enables consistent, real-time tracking of workforce outcomes at the contractor and subcontractor levels and supports ongoing compliance monitoring with local hire and workforce participation objectives.

Local trade partner and supplier participation will be tracked through PCL's internal accounting and contract management systems, which capture subcontract awards, vendor payments, and procurement activity. These systems will be used to monitor local business utilization, local spend, and progress toward established local economic participation targets.

Data collected through LCPtracker and PCL's accounting systems will be reviewed on a regular basis to assess performance against established baselines and forecasts. This information will be used to provide periodic progress updates and reporting, demonstrating how the Project is performing relative to its local workforce and local economic impact contractual goals and aspirational goals. Where trends indicate potential gaps, the project team will proactively engage subcontractors to identify corrective actions and ensure continued alignment with project objectives.

Tracking & Reporting Metrics

The following metrics will be included in ongoing project reporting to track progress toward workforce and local economic participation goals.

Category	Metrics Tracked	Tracking System
Local Workforce Participation	• Headcount (local workers) • Total hours worked • Wages paid • Fringe benefits	LCPtracker
Local Trade Partner & Supplier Participation	• Contract value • Actual spend • Local business utilization	PCL Accounting & Contract Management Systems

APPENDIX

APPENDIX A: LOCAL WORKFORCE MARKET ANALYSIS

PCL conducted a local workforce market analysis to assess the availability of skilled construction labor within the defined geographic tiers, with a specific focus on identifying Pasadena residents who are currently union-affiliated, dispatch-ready, and qualified to perform work. The results of this analysis directly informed both the selection of workforce tracking metrics and the decision to establish an aspirational local workforce participation range, rather than a fixed mandate.

Local Workforce Market Analysis Data			
Trade	SoCal Region	Pasadena Residents	Availability
Carpenters	20,000	44	0
Laborers	9,144	68	4
Ironworkers	5,400	30	0
Mechanical Pipefitters	1,040	7	0
Plumbers	398	7	0
Fire Sprinklers	--	5	0
Sheetmetal Workers	6,287	5	0

The analysis demonstrates that while the Southern California region has a large overall construction workforce, the number of Pasadena residents who are currently available, qualified, and dispatch-ready in several key trades is extremely limited. In many cases, availability at the Pasadena level is effectively zero. These market realities necessitate a goal structure that is grounded in actual labor availability.

APPENDIX B: CITY OF PASADENA LOCAL CRAFTWORKER LIST

Email	First Name	Last Name	Union Status	Construction Industry Experience	Primary Trade	Secondary Trade
atoscavida@gmail.com	Angelo	Acosta	Non-Union	5+ Years	Laborer	Ironworker
angelwitha@gmail.com	Angelo	Acosta	Non-Union	5+ Years	Carpenter	Laborer
asiralegria5@icloud.com	Zair	Alegria	Non-Union	1-2 Years	Laborer	Laborer
ericbloco862@yahoo.com	Erick	Alonso Moreno	Union	0-1 Years	Carpenter	Carpenter
ta@baileywork@gmail.com	Taj	Bailey	Non-Union	0-1 Years	Laborer	Carpenter
tsamhardt@randy@gmail.com	Randall	Bamhardt	Union	0-1 Years	Camera Operator and cinematographer	
bellowsanthony367@gmail.com	Anthony	Bellows	Union	5+ Years	Cement Mason	Carpenter
pbemardo@ro.pasadena.edu	Patricia	Bernardo	Non-Union	0-1 Years	Laborer	Painter
pbemardo@ro.pasadena.edu	Patricia	Bernardo	Non-Union	0-1 Years	Bricklayer	Tile Layer
blankevoortm06@gmail.com	Michael	Blankevoort	Non-Union	0-1 Years	Painter	Landscaper
wbueje66@gmail.com	William	Bueje	Non-Union	0-1 Years	Clean Up	
hezardcaifornia@gmail.com	Leo	Bustillos	Non-Union	2-5 Years	CDL	Laborer
hezardcaifornia@gmail.com	Leo	Bustillos	Non-Union	1-2 Years	Laborer	Carpenter
marco.cabrera1932@gmail.com	Marco	Cabrera	Union	5+ Years	Operating Engineer	Laborer

*Note that the full list is not provided within this appendix. The snapshot is a sample of the information within the list.

APPENDIX C: DEFINITIONS CONTINUED

Contractual Goal

A commitment expressly stipulated in the Project contract and agreed upon prior to the start of Phase 1. The Contractual Goal is a Good Faith obligation and establishes the baseline performance requirement for the Project, to be measured and reported in accordance with the definitions and criteria set forth in the Contract.

Aspirational Goal

A voluntary, non-contractual target adopted by PCL following the completion of Phase 1 to further advance local workforce and economic participation. The Aspirational Goal is pursued in good faith and informed by workforce market conditions, labor availability, and project constraints, and is tracked and reported transparently, recognizing that achievement may vary based on these factors.

Craft Worker

An individual employed in a skilled or semi-skilled construction trade who performs manual or technical labor in support of construction activities. Craft workers typically operate in the field and may be union or non-union, depending on project requirements. Examples include, but are not limited to, carpenters, laborers, electricians, ironworkers, plumbers, cement masons, and operating engineers.

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Supplier

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