



Local Hiring Initiatives in San Luis Obispo Report Highlights

This brochure describes local hiring initiatives and provides best practices for implementation by local municipalities.



Local hiring initiatives are government policies that require project owners and contractors to hire a certain percentage of workers that live within a specified region, across multiple projects. Local hiring initiatives can:

- Be established by **municipal, county, state, or federal** agencies.
- Impose **financial penalties** for failing to meet targets or rely on **“good faith” efforts** of employers for compliance.
- Be deployed on a **standalone basis**, or **within other workforce initiatives** such as Community Benefits Agreements and Project Labor Agreements.

Community Benefits Agreements (CBAs) are legally binding agreements negotiated between project owners and local community groups, while **Project Labor Agreements (PLAs)** are legally binding agreements negotiated between labor unions and project owners for a specific project. Both CBAs and PLAs may target various community-oriented goals, such as local hiring, creating career pathway jobs, pairing local apprenticeship training with state-approved apprentices, and using a skilled and trained workforce.

Best Practices for Implementation

BEST PRACTICES

Establish local hiring programs in the context of local market conditions and a broader economic development strategy.

Clearly define local hiring targets and applicable geographic regions.

Consider setting ramp-up targets and defining milestone check-ins.

Develop and maintain active tracking and compliance systems.

Develop pre-apprenticeship programs and utilize state-approved apprenticeship programs and on-the-job training programs, to support local hiring initiatives.

STEPS

Develop strong relationships with stakeholders to understand local hiring challenges and opportunities.

Consider local context to ensure the appropriateness of metrics selected to define contractor participation thresholds.

Set realistic expectations and timelines for micro goals and set check-in dates to evaluate progress.

Track measurable outcomes, and actively monitor compliance using enforcement systems.

Work with local training providers and employers to support entry and progress of residents along construction career pathways.

KEY TAKEAWAYS

Consider exemptions for small and specialty subcontractors doing limited work on a project.

Clearly defined targets and roles minimize the likelihood of legal challenges arising following implementation.

Incremental targets make larger goals more easily attainable by gradually building positive momentum.

Active tracking and compliance systems ensure accountability and help build trust.

Pair local hire with local pre-apprenticeship programs and state-approved apprenticeship and training programs to maintain a steady supply of skilled local workers.