

# BUILDING BETTER COMMUNITIES

Community Hiring Agreements  
Good for communities. Good for taxpayers. Good for business.







COMMUNITY HIRING AGREEMENTS  
**ENABLE LOCAL HIRING**  
AND HELP **MANAGE COMPLEX**  
**CONSTRUCTION PROJECTS**  
EFFICIENTLY

Community Hiring Agreements\* (CHAs) are a type of workforce contract used in the public and private sectors.

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CHAs ensure that workers are trained, skilled, and qualified.



CHAs set goals for hiring local workers.



CHAs can set targets for securing local business participation.

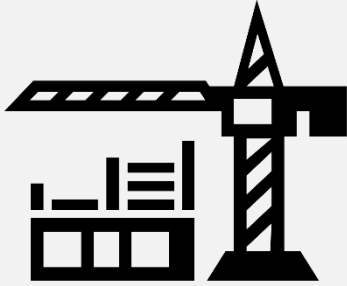


CHAs create career opportunities for entry-level workers.

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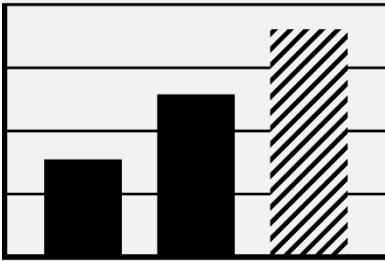
\*Community Hiring Agreements are also known as:

- Project Labor Agreements
- Community Workforce Agreements
- Project Stabilization Agreements
- Construction Career Initiatives
- Construction Career Policies
- Local Hiring Agreements.



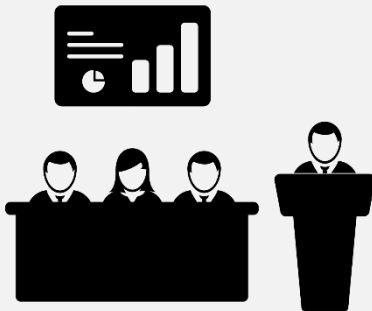
## CERTAINTY

Community Hiring Agreements lend certainty to large, complex projects by establishing the rules, procedures, and project-specific standards upfront.



## TRANSPARENCY

CHAs establish clear mechanisms to ensure that projects are meeting their goals and are being managed efficiently.



## ACCOUNTABILITY

CHAs hold all parties accountable for meeting agreed upon employment standards, local hiring goals, and project management practices.





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SAFETY

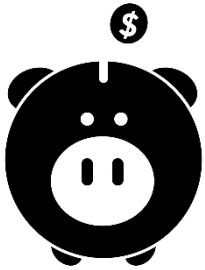
SAFETY

Alarm  
Security  
Data  
Controls  
24/7 Service



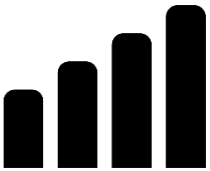


# GOOD FOR COMMUNITIES



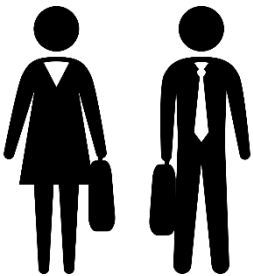
## KEEPS LOCAL TAX DOLLARS IN THE COMMUNITY

Community Hiring Agreements provide a boost to the local economy by creating jobs for local workers and investing in career-development.



## OPPORTUNITIES FOR LOCAL WORKERS AND BUSINESSES

Community Hiring Agreements can expand access to family-supporting jobs and career training, increasing opportunities for neighborhood workers and businesses.



## ESTABLISHES A CAREER PATH FOR LOCAL WORKERS

By tapping into apprenticeship programs with on-the-job training opportunities, these agreements equip local workers with the tools to pursue a family-supporting career.

## CASE STUDY

### BART Oakland Airport Connector

Under the agreement for the BART Oakland Airport Connector, the project met or exceeded all local hiring goals. Local residents worked over 70 percent of total project hours, expanding job opportunities for workers and keeping local tax dollars in the community.

**Value of CHA Project:** \$484 million

**Local Hire Goal:** 50% of total hours

**Local Hire Outcome:** 70% of total hours



Image from Wikimedia Commons







# GOOD FOR TAXPAYERS



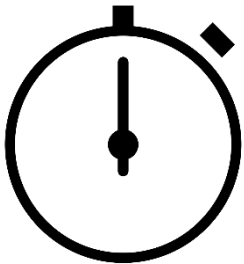
## DELIVERS PROJECTS ON TIME AND ON BUDGET

Community Hiring Agreements set clear expectations and standards upfront. This means construction bids are more accurate and projects are kept on schedule.



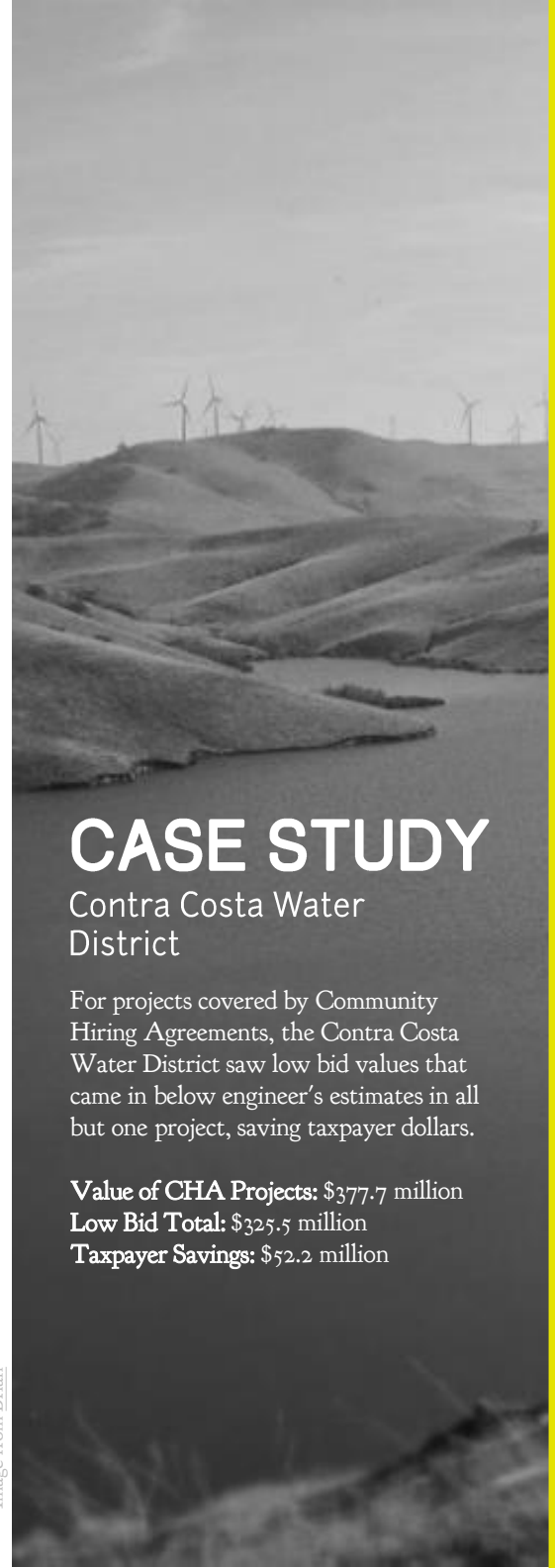
## ENSURES QUALITY, REDUCING OVERALL COSTS

Community Hiring Agreements require that all workers are properly trained and highly skilled, so projects are built well the first time, with fewer costly change orders.



## AVOIDS COSTLY DELAYS

Community Hiring Agreements ensure that projects are managed efficiently and completed on time by enabling better workforce coordination.



## CASE STUDY

### Contra Costa Water District

For projects covered by Community Hiring Agreements, the Contra Costa Water District saw low bid values that came in below engineer's estimates in all but one project, saving taxpayer dollars.

**Value of CHA Projects:** \$377.7 million

**Low Bid Total:** \$325.5 million

**Taxpayer Savings:** \$52.2 million



Image from MoDOT Photos

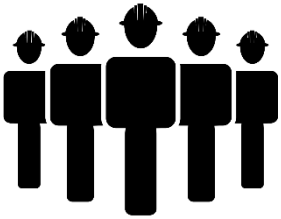


# GOOD FOR BUSINESS



## PROMOTES FAIR AND OPEN COMPETITION

Community Hiring Agreements use a fair, open, and competitive process for union and non-union contractors alike, ensuring that everyone is playing by the same rules.



## PROVIDES EASY ACCESS TO QUALIFIED WORKERS

Community Hiring Agreements create a pool of well-trained, highly-qualified workers, giving all contractors flexible access to a diverse workforce, and providing an opportunity for small businesses to grow.



## MANAGES COMPLEX PROJECTS EFFICIENTLY

As a labor management tool, Community Hiring Agreements have received widespread praise in the private and public sectors.

## CASE STUDY

### Riverside Community College District

Under the Riverside Community College District's agreement, construction projects have surpassed local business participation goals. In addition, both union and non-union contractors were well-represented on projects.

**Value of CHA Projects:** \$400-500 million  
**Non-Union Contractors:** 217 (54 percent)  
**Union Contractors:** 192 (46 percent)





# COMMUNITY HIRING AGREEMENTS IN ACTION



## GOOD FOR COMMUNITIES

**San Diego Unified School District (SDUSD):** Under SDUSD's agreement, the share of local workers employed on construction projects increased. The number of workers from economically disadvantaged communities rose by 67 percent, while the share of workers from within the school district increased by 33 percent.



## GOOD FOR TAXPAYERS

**San Diego Central Courthouse:** The Administrative Office of the Courts' agreement ensures that taxpayer dollars are well-spent. Under the agreement, there has been no negative impact on subcontractor interest or bid pricing for the project and there have been minimal corrections in the field.



## GOOD FOR BUSINESS

**Riverside Community College District:** Ninety percent of projects under the Riverside Community College District's agreement attained or surpassed their local business participation goals, awarding over 140 contracts to local businesses between 2010 and 2014.





# LEARN MORE

## VISIT OUR WEBSITE

Visit [www.communityhiring.net](http://www.communityhiring.net) to learn more about how Community Hiring Agreements can work for your community.

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## CONTACT US

To learn more about implementing a Community Hiring Agreement in San Diego County, please contact Tom Lemmon, Business Manager for the San Diego County Building and Construction Trades Council, at [info@sdbuildingtrades.com](mailto:info@sdbuildingtrades.com) or (619) 521-2914.

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## FIND YOUR LOCAL BUILDING TRADES COUNCIL

To help implement a Community Hiring Agreement in your area, connect with your state or local Building Trades Council by visiting <http://www.bctd.org/OfficialDirectory.aspx>.



This document was created by  
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# The San Diego County Building and Construction Trades Council Family Housing Corporation

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[www.communityhiring.net](http://www.communityhiring.net)

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