



Better Buildings Neighborhood Program
Workforce Peer Exchange Call: *Recruiting a Local and
Diverse Workforce and Mitigating Barriers to Entry*
Call Slides and Discussion Summary

August 25, 2011

- Call Logistics and Introductions
- Go Around: Key Questions and Program Experiences
- Featured Guests: *Kat Daniel and Ana Vasudeo, Green for All— Recruiting a Local and Diverse Workforce: Mitigating Barriers to Entry*
- Discussion:
 - What are programs doing to create local, long-term jobs?
 - What are some challenges of recruitment, training, and retention?
 - What seems to be working? What isn't?
 - What are some helpful resources?
- Future Call Topics

Participating Grant Programs



- Cincinnati
- San Antonio
- Wisconsin
- SEEA
- Kansas City
- Maryland
- Los Angeles
- Nebraska—Omaha/Lincoln
- Portland
- Indianapolis
- Austin

Recruiting a Local and Diverse Workforce: Mitigating Barriers to Entry

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Senior Associate

Capital Access Program

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Program Manager

Communities of Practice

Defining Barriers

- ⦿ Workforce
 - ⦿ Education / Training
 - ⦿ Job Information / Access
- ⦿ Contractors
 - ⦿ Education / Training
 - ⦿ Job Information / Awareness
 - ⦿ Business Capacity



Overcoming Barriers

- Workforce Training
 - BPI, HERS, etc.
 - Community Colleges, Apprenticeships
 - Pathways Out of Poverty, Green Jobs Innovation Fund
 - Community Based Training Programs



Overcoming Barriers

- ⦿ Workforce Job Access
 - ⦿ One-stop Shop / Job Boards
 - ⦿ Approved Training Programs
 - ⦿ Workforce Liaison
 - ⦿ Workforce Intermediary
 - ⦿ Targeted Hiring Requirements



Overcoming Barriers

- ⦿ Business Capacity for Contractors
 - ⦿ SBA
 - ⦿ Incubators
 - ⦿ Non-profits
 - ⦿ Construction Management Programs



Overcoming Barriers

- ⦿ Contractor Training
 - ⦿ Local Subsidies for certifications
 - ⦿ NYSERDA
 - ⦿ City-wide web based training

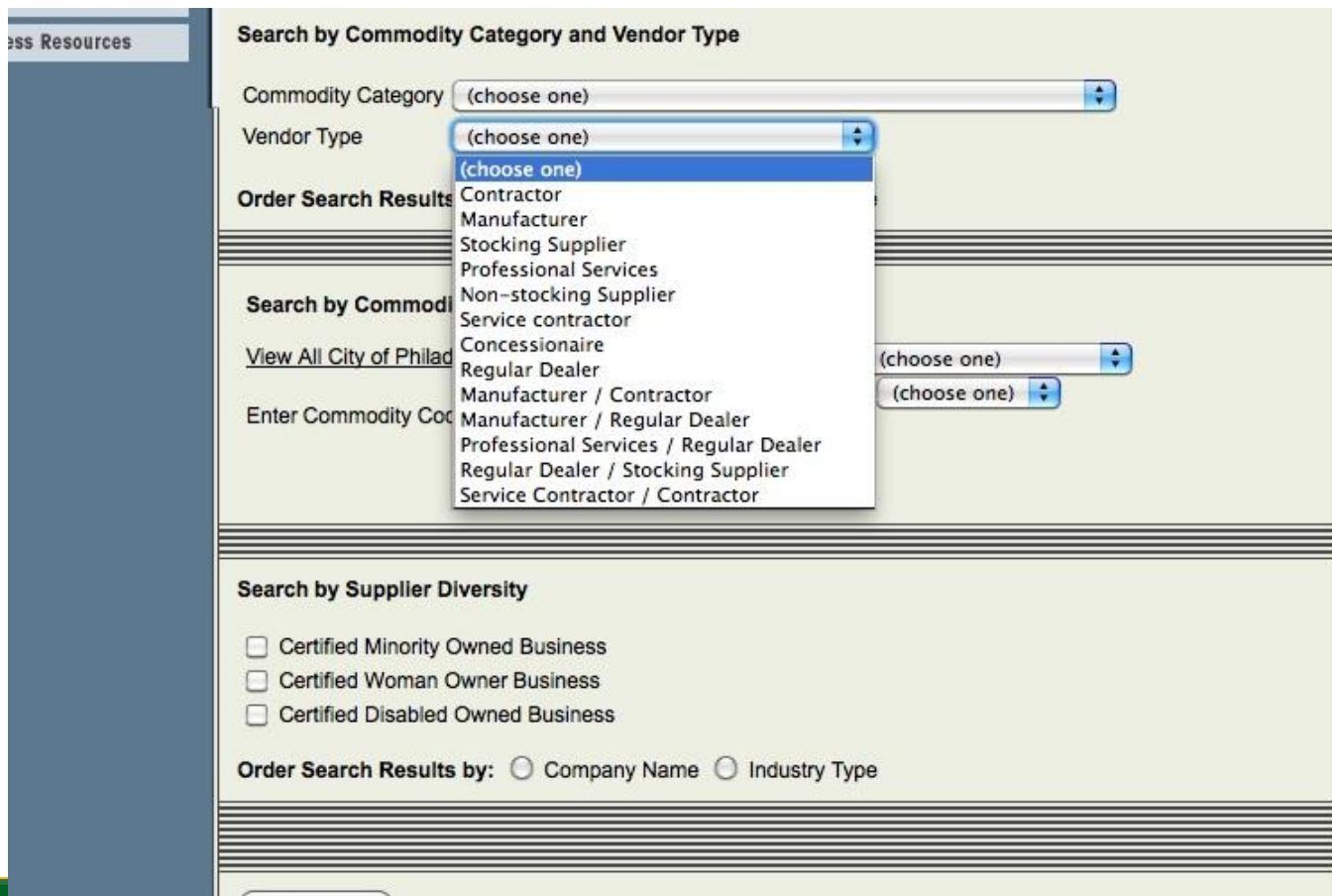
Overcoming Barriers

- ⦿ Contractor Access to Jobs
 - ⦿ Create Database for MBE/WBE
 - ⦿ Philadelphia/Seattle
 - ⦿ Mentor-sub relationships
 - ⦿ Workshops/Classes by local EE Program
 - ⦿ Engage local networks
 - ⦿ Home Performance
 - ⦿ NAMC
 - ⦿ Ethnic Chambers



Overcoming Barriers

OEO Registry-Philadelphia



The screenshot shows a web application interface for the OEO Registry-Philadelphia. The main section is titled "Search by Commodity Category and Vendor Type". It features several dropdown menus for "Commodity Category", "Vendor Type", and two other categories. A dropdown menu for "Vendor Type" is open, showing a list of options including Contractor, Manufacturer, Stocking Supplier, Professional Services, Non-stocking Supplier, Service contractor, Concessionaire, Regular Dealer, and various combinations of these roles. Below this, there is a section for "Search by Supplier Diversity" with three checkboxes: "Certified Minority Owned Business", "Certified Woman Owner Business", and "Certified Disabled Owned Business". At the bottom, there is a section for "Order Search Results by:" with radio buttons for "Company Name" and "Industry Type".

Business Resources

Search by Commodity Category and Vendor Type

Commodity Category (choose one)

Vendor Type (choose one)

Order Search Results

Search by Commodity Category

[View All City of Philadelphia](#)

Enter Commodity Code

(choose one)

(choose one)

(choose one)

(choose one)

Search by Supplier Diversity

Certified Minority Owned Business

Certified Woman Owner Business

Certified Disabled Owned Business

Order Search Results by: Company Name Industry Type

Overcoming Barriers

VCR Registry Seattle

Seattle.gov This Department



Approved Roster Consultants by Category

15 - Construction Management Services (Small Businesses Only)

Run Report

Category 15 - Construction Management Services (Small Businesses Only)

How to print this page

Business Name, Address, Telephone, Fax, and e-mail Address

<p>Alliance Construction Management 6003 Phinney Ave North</p> <p>Seattle, WA 98103 Tele: 206-782-8700 Fax: 206-782-5970 liz@alliancemanagemt.com</p>	<p>Small Business MWBE</p>	<p>Babendererde Engineers, LLC 28205 203rd Ave SE</p> <p>Kent, WA 98042 Tele: 253-630-2221 Fax: 253-630-2225 bab-engkb@comcast.net</p>	<p>Small Business</p>
<p>BEK Construction Management Group, Inc. DBA: BEK 18804 33rd Avenue NE</p> <p>Lake Forest Park, WA 98155 Tele: 206-714-0315 Fax: 206-577-5387 bkrasen@bekcmg.com</p>	<p>Small Business</p>	<p>Bluewater Project Management Services P O Box 201</p> <p>Port Gamble, WA 98364 Tele: 206 790-3610 Fax: 360 297-1718 wtimmer@bluewaterpm.com</p>	<p>Small Business</p>

Best Practices/Lessons Learned

- ⦿ Get Community Buy In
- ⦿ Don't Re-create the Wheel
- ⦿ Facilitate Partnerships
- ⦿ Role of a Contractor and Workforce Liaison



Resources

- ⚙️ Toolkit for Residential Energy Efficiency Program Managers:
<http://www.greenforall.org/resources/toolkit-for-residential-energy-efficiency-upgrade-programs>
- ⚙️ Recommendations for Minimum Contractor Standards
- ⚙️ Procurement Report



Discussion Summary—Challenges

- Matching the generation of a local workforce with demand for the work
- Building skills for traditionally under-served worker populations
- Designing effective requirements and/or incentives for contractors to hire a local, diverse workforce

- Lease (and/or lease-to-own) assessment and upgrade equipment to start-ups (Cincinnati, Los Angeles County)
- Partner with contractors in the design of employee training programs so that the training programs are teaching the right skills and so that contractors know about training opportunities and can direct employees and potential employees to them
- Where high road agreements or standards are in place, set up systems (e.g., job boards) to help contractors meet the requirements/standards
- Streamline contractor's access to incentives for training and hiring a local/diverse workforce (e.g., minimize paperwork)

- Use current energy upgrade contractors to mentor women-owned and minority-owned businesses new to the sector (e.g., by including them on assessment or upgrade crews) (Kansas City)
- Provide business opportunities as incentives to companies that employ a local, diverse workforce—for example, by prioritizing these companies for referrals or larger jobs (Kansas City, Portland, Philadelphia)
- Train contractors in sales to help them grow their business

Discussion Summary: Should programs try to limit the size of the contractor base to meet existing demand or focus on building a large contractor base?

- Cincinnati has focused on making sure that a small number of programs have full demand.
- The program in northern California hasn't limited the contractor base, but it found that the number of contractors shrunk considerably when new requirements were put into place and contractors were asked to re-enroll (the lesson learned was to reduce the paperwork burden).
- LA County is limiting contractors in certain geographic areas and is going to test the effectiveness of this approach compared to areas where the size of the contractor base isn't limited (results of the analysis are expected in about six months).
- Seattle considered limiting the size of the contractor pool but decided that contractors were relying too much on the program for work and needed instead to be encouraged to market themselves.

- Introduction to High Road Programs
- Creating a High Road Contractor Pool
- Scaling a High Road Program
- Developing High Road Program Language, Requirements, and Incentives
- Leveraging High Road Programs to Increase Program Demand
- Building a Strong Workforce Development Pipeline
- Supporting Contractors and Holding them Accountable to High Quality Work
- From Energy Assessments to Upgrades: Maximizing Conversion Rates

Potential Future Call Topics

Better Buildings Peer Exchange:

- Lessons from Workforce Pilot Projects
- Quality Assurance Strategies
- Contractor Coordination Strategies
- Training Curriculum and Examples
- When to Ramp-up Workforce Given Deployment Schedule
- Weatherization Worker Training Models
- How to Run/Manage a Contractor Business

High Road Affinity Group:

- Designing Contractor Friendly Programs
- Tracking Contractor Compliance
- Phasing in High Road Standards
- Marketing: Helping High Road Contractors Compete