



# Roadmap: Recommendations

The Green Collar Jobs Roadmap is the product of the Green Collar Jobs Roundtable—a multistakeholder campaign of over 170 job training organizations, community-based programs, businesses, and labor unions committed to creating green-collar jobs in New York City. Convened by Urban Agenda, the roundtable compiled data on green jobs and workforce development best practices while collaboratively developing over 30 recommendations for achieving the shared vision of a more sustainable, prosperous, and just New York City.

The roadmap's fundamental goal is to make sure the green economy's growth creates broadly shared prosperity for businesses, communities, and workers. The recommendations presented reinforce these ideals, and they should not be taken in a vacuum—each recommendation is inextricably linked to the next. Therefore, implementing these recommendations requires a holistic approach to achieve equitable and sustainable long-term green economic growth.

The roadmap presents detailed, specific recommendations for meeting the workforce needs of the future green economy in New York City. The recommendations can broadly be categorized as follows:

---

## Grow the green economy to create good green-collar jobs

### *Amend the city's procurement process to allow local sourcing*

Currently, the city's procurement rules do not give preference to sourcing from local manufacturing or local businesses. The city should amend the procurement process to give preference to local sourcing. This would encourage the growth of local businesses and reduce the environmental impact of projects due to decreased transportation requirements.

### *Incentivize the growth of green manufacturing businesses*

The city should encourage the growth of a green manufacturing sector that would provide new businesses and employment opportunities. It should eliminate any zoning restrictions that prevent green manufacturing and should provide tax incentives to manufacturing businesses, which would also be tied to local hiring provisions and other job standards.

### *Implement large-scale building retrofits and large-scale renewable energy projects*

The city should mandate large-scale building retrofits and large-scale renewable energy projects that would decrease greenhouse gas emissions, provide large-scale energy savings, create good jobs, and bring the city closer to energy independence. It should also ensure there is an adequately trained workforce of construction workers and building maintenance personnel to implement these policies.

### *Reach a full state of good repair on New York City's roads, subways, and rails*

Before building new infrastructure the city should invest the time and capital so the existing structure of roads, subways, and rails are in a full state of good repair.

### *Expand brownfield remediation*

As part of PlaNYC the Office of Environmental Remediation was created to oversee brownfield redevelopment in the city. The mayor should expand the office and adequately fund it so it can meet the office's mandate.

### *Expand the MillionTrees NYC program*

The city should drastically expand the MillionTreesNYC training program with particular attention to vacant climber and pruner positions.

---

## Jobs created should be good jobs and reach target populations

It cannot be said enough: For the new economy to be sustainable and prosperous the jobs must be good jobs and they must be accessible and available to underserved populations. Going forward, an inclusive, strong economy will provide benefits not just to communities, but also to the city through an increased tax base, lower crime rates, and increased environmental benefits. To reach these goals the city should:

### *Incorporate job standards into PlaNYC projects*

PlaNYC, the city's blueprint for achieving environmental sustainability, should explicitly incorporate wage standards, safety and health standards, local hiring and local sourcing requirements, and subcontractor provisions into all projects that advance its goals. Environmental sustainability must also include individual sustainability. Strong job standards bring individuals closer to sustainability by providing safe working environments and family sustaining wages and benefits. Local hiring and local sourcing would also decrease the carbon footprints of projects by decreasing the travel costs of the project.

### *Tie public incentives to job standards*

Government and public projects should never create or support poverty-level jobs. Public investment in green industries and job growth and development in the form of tax breaks, grants, subsidies, or contracts to businesses must be tied to a living wage—and where applicable prevailing wage jobs with standards. Jurisdictions that require job standards are not less business friendly. Currently, 89 jurisdictions across the country attach job quality standards to at least one development subsidy.

### *Engage in community-led development*

Community-supported development goes beyond requiring a community benefits agreement. Working closely with community groups and interests makes for a more streamlined and efficient development process that has greater community support. Community-led development ensures that community members also benefit from the development through local job creation, protection from any environmental hazards that may arise from the development, and long-term economic gain.

### *Encourage and promote local hiring for sustainability initiatives*

The city should make existing sustainability initiatives—such as the Million Trees Initiative, Destination Park Completions, Department of Environmental Protection remediation, and cleanup projects—and other citywide projects greener through local training and hiring provisions and strong community-benefits agreements.

### *Develop local green entrepreneurship*

The city council should work with community leaders to develop community-based green entrepreneurial workshops focused on Building Performance Institute certification and small business development.

#### *Develop green jobs training resources*

The city should partner with community-based organizations to develop a green job training resource component of GreenNYC and other public sustainability campaigns.

#### *Strike incarceration barriers for federal funding for green-collar jobs*

The city should lobby for striking incarceration barriers from federal funding for green-collar jobs and work with the Department of Corrections on the best way to achieve this.

---

## Help current workers and employers transition to green

Going forward, existing businesses will need support and assistance to make their operations more environmentally sustainable and link them with properly trained workers. The existing workforce must also have a period of retraining to transition their current skills to ones that will be needed. In particular:

#### *Identify strategies to transition benched workers*

The mayor should convene a Commission on Energy Efficiency Construction Work to identify strategies to transition benched construction workers—union workers who are out of work—to building retrofit work.

#### *Monitor incumbent workers' skills*

The city should monitor incumbent building management workers' retrocommissioning and efficient maintenance skills and training to ensure they're prepared to realize revised energy and building codes and sustainability goals (30 percent emissions reduction target by 2030, as legislated by the city council in the Climate Protection Act of 2007).

#### *Increase outreach and support for small green businesses*

The mayor should task the city's Small Business Services with initiating a strategic outreach to small green businesses. The outreach would introduce businesses to NYC Business Solutions Resources, identify workforce needs and training capacity, and convene workforce capacity building seminars.

#### *Provide training support for green businesses*

The city should develop "green enterprise zones" that would build the capacity of green businesses to train and prepare their employee base, including providing on-the-job training.

#### *Help "nongreen" companies become more sustainable*

Small Business Services should work with other agencies to identify nongreen companies in emerging green fields and help them become more sustainable.

---

## Increase coordination and cooperation among city agencies and local, state, and federal efforts

Many of the recommendations focus on the need for more coordination between local, state, and federal agencies. A coordinated effort helps streamline processes and makes them less confusing for businesses, workers, and potential workers. In particular the city should:

*Include retrofits in requests for proposals process*

The city should press Small Business Services to include energy efficiency and/or retrofits on its list of applicable “sectors” in the Workforce 1 requests for proposals process.

*Develop green workforce training as part of the license process*

The city should work with the New York City Department of Consumer Affairs to develop a mandatory green workforce training as part of the Home Improvement Contractors License process.

*Coordinate with the New York State Energy Research and Development Authority to create a training resource center*

To further integrate and build the capacity of existing building analyst, renewable, and energy efficiency training programs, the city should work with NYSERDA to create a training resource center with high-tech equipment and building analyst facilities to be used by multiple providers. The Hudson Valley Community College’s TEC-SMART program is an example of such a program already up and running.

*Develop cross-sectoral green certifications*

The Office of Long Term Planning and Sustainability should work with other agencies to develop a cross-sectoral green business certification or rating system that could serve as criteria for evaluating private enterprises applying for green workforce development funding or supports in the mold of Minority/Women’s Business Certifications that certify, promote, and foster the growth of the city’s minority and women-owned businesses and eligible small construction and construction-related businesses. This certification would have a branding component similar to that of B-corporations and would be a level of recognition or standard that many green companies would seek.

The Office of Long Term Planning and Sustainability should also convene industry stakeholders representing the different green certifications (the U.S. Green Building Council, the Building Performance Institute, Leadership in Energy Efficiency Design, American Society of Heating, Refrigerating, and Air-Conditioning Engineers) to create streamlined certifications for each sector that better identify a company’s ability to reach the city’s green targets.

*Create an intergovernmental task force on green jobs standards*

The city should convene an independent green job standards task force to determine how to secure job standards for workers and ensure a common understanding of scope and definition of standards among levels of government. The task force should include representatives from federal, state, and local agencies, such as the U.S. Department of Energy, the New York State Department of Housing and Community Renewal, the New York State Public Service Commission, the Mayor’s Office of Long Term Planning and Sustainability, and advocates from community, environmental, and labor organizations.

Such a committee would allow policy and program coordination—to avoid contradictory work—as well as oversight and enforcement of job standards for green jobs.

*Maximize federal resources for local programs*

The city should tap and promote federal and innovative resources for community-based green job training initiatives such as energy block grants and smart-growth funding.

*Promote sustainability by coordinating state and city agencies*

The city should work with and convene Department of Education, Department of Youth and Community Development, and community youth programs to develop educational and awareness tools on sustainability and green-collar training for young people.

*Engage in cross-agency cooperation to develop an adult education curriculum*

The Mayor's Office of Adult Education and the Mayor's Office of Sustainability and Long Term Planning should develop an adult education teaching curriculum on sustainability modeled after the successful implementation of the curriculum recently completed by the Department of Health.

---

## Expand and green existing programs

As detailed in the roadmap there are many existing programs that can be expanded to serve more people and populations and that can also be adapted for the new economy by integrating "green" elements into their programs. Specifically:

*Expand Building Performance Institute training resources*

The city should expand the capacity of current colleges offering BPI training, identify new colleges to offer BPI training, and finance a public awareness campaign to promote BPI certification.

*Expand career and technical education school curricula*

The city should work with the Department of Education to incorporate retrofit and building efficiency work into the curricula of construction-based career and technical education schools.

*Appoint a workforce development point person in the Mayor's Sustainability Office*

The Office of Long Term Planning and Sustainability should create a workforce development point person to monitor the workforce needs of PlaNYC Initiatives as they are developed and implemented.

*Require green training where appropriate for city workers*

The city should play a leading role and set an example by requiring green training where relevant to specific job titles as a part of human resources policies for promotion and advancement.

*Fund and green the Jobs to Build On Program*

City council should earmark funding to green the Jobs To Build On program, a program funded by the city council to assist those that are unemployed, underemployed, or just entering the workforce.

*Expand Human Resources Administration programs so they include green training and workforce development and catalogue certifications*

The city should classify green training sites as Human Resources Administration-approved. This would count toward recipients of certain HRA services' mandatory work requirements and increase the Human Resources Administration's knowledge of existing green workforce development. The Human Resource Administration should also develop a centralized online resource for green training in the city and compile information on what types of certifications are available.

### *Establish an oversight committee on workplace safety and health*

The city council should establish an oversight committee to provide guidance on workplace safety and health and job hazard analysis. The committee should use applicable Occupational Safety and Health Administration standards and other applicable regulatory requirements and best professional practices and guidance where legal standards do not exist or are outdated. It should also include representatives from government, business, labor, and community-based organizations as well as scientific and other experts.

---

### Collect data to make sure the green economy's growth is prosperous for business, communities, and workers

The city should engage stakeholders and use their collective knowledge to inform policies and directives. It should also collect data on areas and industries that are not as well known or that have great potential for growth to ensure the green economy is equitable, sustainable, and just. In particular the city should:

#### *Survey green businesses*

The city should work with the Workforce Investment Board and the City University of New York Center for Urban Research to survey green businesses and engage them as part of the Labor Market Information System, which provides labor market analysis for the public workforce system. The survey should determine whether the jobs created are good jobs. Sample questions should include:

- Did these jobs create pathways out of poverty?
- Who is getting the jobs?
- What level of job retention do the jobs have?
- Do people advance in the jobs?
- Is there a clear career path for workers in these jobs?
- Are businesses happy with their workforce?

#### *Analyze the occupational health and safety of emerging industries*

The city should commission a study on occupational health and safety training in emerging and unregulated green subsectors including renewable energy installation, home performance contracting and weatherization, and hybrid vehicle maintenance.

#### *Evaluate PlaNYC in terms of job creation*

In addition to sustainability goals PlaNYC 2030 should be evaluated in terms of how many jobs are created through the implementation of the initiatives. These numbers are an important mechanism for evaluating the initiatives' success and can be used as an accountability measure.

#### *Create a task force for third-party financiers*

The city council should create a task force to work with third-party financiers who fund energy efficiency or other green projects that aim to fulfill public mandates. The task force would make sure that private capital attached to the city's sustainability initiatives creates jobs with good wages, benefits, and opportunities for advancement.