

Aiming Beyond Compliance: Case Studies of MWBE Partnerships



Beyond Compliance is an occasional series of case studies examining the strategies used by contractors and Minority and Women-Owned Business Enterprises (M/WBE) to create successful partnerships and exceed M/WBE participation goals.

Accelerated Energy Program (AEP)

The AEP was launched in January 2012 to accelerate the implementation of energy and water projects across the Commonwealth and help meet the goals of Executive Order 484. As part of the AEP, the Division of Capital Asset Management and Maintenance (DCAMM), in coordination with the Department of Energy Resources and partner state agencies, will retrofit 700 sites in the state, encompassing thousands of buildings.



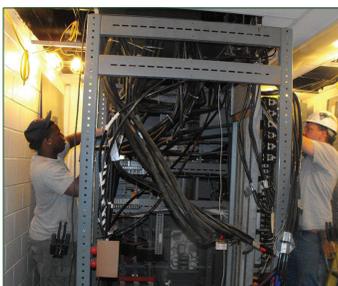
Northern Essex Community College (NECC) Comprehensive Energy Services Performance Project (Haverhill and Lawrence)

On January 29, 2014, DCAMM Commissioner Carole Cornelison joined a crowd of leaders, staff, faculty and students at Northern Essex Community College to celebrate the first large project completed as part of the AEP. The completed energy efficiency measures will save NECC an estimated \$400,000 a year.

General Contractor: Enterprise Equipment Corporation (EEC)

The general contractor for the NECC project was Enterprise Equipment Corporation of Weymouth, Massachusetts. Enterprise's portfolio encompasses all facets of mechanical work. The Enterprise team exceeded the project's 11.4% M/WBE participation goal through subcontracts expected to be at least the amounts below:

- \$365,890 to MBE Carl-Louis & Company of Dorchester for installation of new mechanical equipment;
- \$140,000 to WBE Spindle City Insulation of Fall River for insulation on newly installed pipes and duct work;
- \$109,651 to WMBE Maria Fallon Electrical Services of Westwood for wiring of electrical control systems;
- \$93,948 to MBE W.S. Anderson of Brockton for work on lighting upgrades.



NECC Project Facts

Location: Haverhill and Lawrence campuses (two Massachusetts gateway cities)

Construction Cost: \$5.9 million

Annual Savings: \$350,000

Energy conservation measures implemented at NECC include:

- Conversion from electric heating to natural gas
- Premium efficiency motor installation
- Hot water boiler replacement
- Demand control ventilation installation
- Energy management system (EMS) upgrades

Photos (top to bottom): Northern Essex Community College, Hank Corinha, Vice President for Construction at Enterprise Equipment, and W.S. Anderson workers.

Beyond Compliance: Case Studies of Successful M/WBE Partnerships from the Accelerated Energy Program



Key strategies to exceed the M/WBE participation goal

We spoke with Hank Corinha, Vice President for Construction at Enterprise, and other contractors about M/WBE strategies on the NECC project. From those conversations, four key strategies emerged.

1. Share work from within general contractor's central area of expertise

"It was clear from the size and specifics of the project that we would need to involve a trusted M/WBE subcontractor for some of the mechanical work," said Corinha. "Sharing from one's own core work is not always an easy call, but this kind of partnering helps make the M/WBE system work."

2. Leverage existing relationships with M/WBE firms based on past success

For mechanical work, Enterprise reached out to Carl-Louis & Company of Dorchester, a company they had worked with successfully in the past. A strong past relationship was also the factor that led Enterprise to select Spindle City Insulation, a WBE in Fall River.

3. Seek referrals from trusted M/WBE partners

Sub-contractor Lighting Retrofit Services (LRS) of Wilmington, Massachusetts, partnered with Brockton-based MBE electrical contractor W.S. Anderson, Inc. "We found Warren originally through the WBE firm of Maureen Electric", said Paula Hooper of LRS. "They recommended Warren for an earlier project and his people were very qualified. When NECC came through, we knew who to turn to."

4. Identify New M/WBE Possibilities through Unions and/or Trade Associations

In search of an M/WBE for electrical control wiring, Steve Guarracino from J.M. Electrical contacted the business manager of IBEW Local 103 in Dorchester, who suggested Maria Fallon Electrical Services, an M and WBE in Westwood, launched in 2012.

Suggestions and Recommendations from the NECC Project Contractors

We asked representatives from the firms involved to share suggestions for improving the M/WBE system. Some of their recommendations are listed below.

- (1) Provide opportunities for energy contractors and M/WBEs to meet each other.
- (2) Assist M/WBE companies with their capital needs.
- (3) Allow M/WBEs to post additional material about capabilities on the SDO website.
- (4) Create and finance an "advocate" position to help companies on both sides of the M/WBE equation to link up with one another. (Editor's note: The DCAMM Compliance unit already provides such assistance.)
- (5) Launch a program that sends M/WBE entrepreneurs and/or female and minority staff (from any firm) into schools with high percentages of minority students to inform girls and young people of color about career opportunities.
- (6) Simplify the paperwork associated with documenting progress toward M/WBE and diversity employment goals.

Additional Information

To read other Beyond Compliance case studies or for more information about the AEP, visit www.mass.gov/dcamm/aep.

