



CLEAResult®
energetics
Energy Sustainability Consulting

NYSERDA Clean Mobility Program

Statement of Work Webinar

September 11, 2025



Agenda

- Introductions – NYSERDA; Energetics
- Housekeeping
- Important Dates and Reminders
- Statement of Work
- Schedule
- Budget
- Questions and Answers

Note: Meeting is being recorded



Introductions

NYSERDA

- Richard Mai
- Alexia Heinrich
- Rachel Fishman
- Nina Haiman

CLEARResult Energetics

NYSERDA selected support contractor

- Katherine Bannor
- Bryan Roy



Housekeeping

- This event is being recorded
- Everyone is muted upon entry
- Questions and Answers
 - Written questions via chat are answered first
 - Verbal questions answered second
 - Moderator will call on those with raised hands
 - Participant with raised hand will be unmuted by NYSERDA Events team
 - Questions not answered during this webinar will be addressed in a follow up document
- Slides will be shared following the event



Important Dates and Reminders

- Proposals due **September 25th by 3pm**
 - Reminder to log-in and start proposals early
- Following is for informational and illustrative purposes only
- **Proposed** SOW outlines how you intend to accomplish work
- **Contractual** SOW indicates what you are obligated to do in order to receive payment





Statement of Work Template

- All PON documents can be found on the NYSERDA website [here](#)
- Read through entire template ([Attachment C](#)) before getting started
- Information in *red* are instructions

Attachment C – Demonstration Statement of Work Template

EXHIBIT A STATEMENT OF WORK

Project Title

Contractor _____
Project Number _____

BACKGROUND/OBJECTIVES

(Provide a brief description of the project. This should be no more than a two-paragraph description that provides a background of the problem, as well as how the contractor intends to solve the problem. The description should be written such that a lay person could read it and understand what the project will accomplish.)

DEFINITIONS

(Define any acronyms or uncommon words/phrases/technical terms to be used in the SOW)

The Contractor is defined as:

Company Name
Contact Name
Street Address
City, State Zip code
Email/Phone/Fax

The Project Site(s) is/are defined as:

Site Name
Site Street Address
City, State Zip code



Background Information

- Background/Objectives
 - Describe relevant background or state the problem you're trying to solve.
 - Describe how you intend to solve the problem/achieve the project objective.
 - The description should “stand on its own,” and be easily understood by those unfamiliar with the project.
- Definitions
 - Acronyms AND uncommon/technical words

Example: clear background description

The goal of this project is to leverage the previous Empire Climb Study results to create a decision support tool that enables stakeholders to plan strategies to provide every New Yorker with access to a high-quality rock climbing gym. To achieve this goal, the following specific objectives will be pursued:

- To incorporate the Empire Climb "rock and infrastructure module" to better understand the effects of infrastructure on climbing access and analyze the probability of future access based on current trends
- To better visualize the location of current climbing gyms in the state
- To create a decision-support tool to help assist decision makers with understanding the collected information and prioritizing new climbing gym locations
- To test the potential effects of a few selected strategies to increase access, to be defined by the stakeholders involved (e.g., increasing locations, decreasing costs, providing transportation)



Administrative and Universal Tasks

- Task 0 – Project Management **[Required]**
 - Very little to customize, except subcontractor roles
 - Three separate Kickoff Meetings
 - "Periodic" progress reports
 - Same frequency as invoices
 - Annual Metrics Reporting
- Task 1 – (TBD Title)
 - MEL Plan **[Required]**
 - Community Engagement Plan **[Required]**
 - Any other applicable subtasks
- Task X – Site Agreement(s)
 - May not be applicable to all projects

Subcontracts

The Contractor shall enter into a Subcontract with _____ [name] to _____ [briefly describe the work the Subcontractor will do/the role it will play in the project.]
[Add a similar paragraph for each Subcontractor.]

At NYSERDA's request, the Contractor shall submit a copy of the above agreements to the NYSERDA Project Manager.

Measurement, Evaluation, and Learning Plan (MEL Plan)

The Contractor shall, in coordination with NYSERDA's Support Contractor, create a Measurement, Evaluation, and Learning (MEL) Plan that establishes key performance indicators (KPI), documents data collection methods, frequency of data collection, and data transfer and storage protocols. Sample KPIs may include: *[Edit the following list as applicable to your project]*

- Utilization – For example, number of riders and rides provided, average trip distance.
- Emissions reductions—Annual reduction in greenhouse gas, criteria pollutants, and/or particulate matter.
- Community engagement—Community involvement in project planning, design and implementation measured by the quantity, quality, and equity of community engagement activities.
- Job creation and workforce development—Impact on local employment—that is, full- or part-time direct hires as a result of project implementation or indirect hires that result from project activities. Additionally, as a result of project activities, the community may benefit from increased job placement or training services.

Community Engagement Plan (CE Plan)

The Contractor shall develop a Community Engagement Plan identifying planned community engagement activities, how community engagement will be documented and details about the types of progress-related information the Contractor plans to share with the community and the frequency of information sharing. The Contractor shall submit the Community Engagement Plan to NYSERDA and/or its Support Contractor(s) for review and comment and shall then submit to NYSERDA for approval a revised Community Engagement Plan.



Administrative and Universal Tasks continued

- Go/No-Go Decision Point(s)
 - Prior to major purchases, installations, start of construction
- Task X – Operations, Monitoring, and/or Maintenance **[Required]**
 - Operations status reports
 - Data collection and measurement
 - Community Engagement activities
- Task X – Final Report **[Required]**
- Other
 - For example, tasks related to pre-launch, launch, financial sustainability, etc.

Task X – Operations, Monitoring and/or Maintenance

The Contractor shall operate, monitor, and/or maintain [proposed mobility solution] at all [X] locations for a minimum period of [Y] months. The Contractor shall troubleshoot and resolve any issues that may arise. The Contractor shall develop a log documenting the status of [proposed mobility solution] at all [X] sites during the project period.

Documenting Measurement, Evaluation, and Learning

The Contractor shall complete the data collection and reporting tasks documented in the MEL Plan. The Contractor shall coordinate with NYSERDA and/or its Support Contractor to periodically verify key data elements collected by the Contractor to confirm their accuracy and/or make recommendations for improving the data collection methods used by the Contractor. The Contractor shall coordinate with NYSERDA and/or its Support Contractor to collect additional data elements (e.g., interviews with customers or service users) in support of MEL activities.

The Contractor shall hold annual MEL meetings with NYSERDA's MEL support contractor to review data collection plans specified in the MEL Plan. The Contractor shall coordinate with NYSERDA and/or its Support Contractor to address any recommendations and update requests. The Contractor shall complete quarterly data reports with the required data elements using a NYSERDA-provided template that summarizes data delivery across key metrics. These reports can be used to share the results of the Contractor's project publicly.

Documenting Community Engagement Implementation

The Contractor shall implement the approved Community Engagement Plan, including at least two (2) activities per year with community stakeholders. In a timely manner following each community engagement meeting, the Contractor shall develop and submit a brief report summarizing the feedback from participants on project plan and any resulting actions or outcomes. The Contractor shall provide periodic updates to NYSERDA and/or its Support Contractor on the status of community outreach and address any questions or issues that may arise regarding progress on community engagement activities. As needed, the Contractor shall

incorporate feedback and update the Community Engagement Plan, based on input from the community, lessons learned, and feedback from NYSERDA and its Community Engagement Support Contractor.

Task X Deliverables

- X.1 Log of regular status reports of mobility solution.
- X.2 Quarterly data reports
- X.3 Community meeting attendee roster, materials, and notes



Task Guidance

- Active language
 - Starting with "The Contractor shall..." or "The Contractor shall direct Subcontractor X to..."
- Each task must have at least 1 deliverable
- Ensure elements mentioned in Proposal Narrative are reflected in SOW
- Where possible, tasks should be linear

INSTRUCTIONS: For the remaining tasks, indicate in active language (i.e., The Contractor shall...) what will be accomplished by Task using headings of your choosing, as consistent with your proposal. For each Task identify key deliverables where appropriate. List and provide the task numbers for each deliverable in the SCHEDULE AND BUDGET section.

Task 1-Title

Identify Task and Expected Deliverable for said task. The tasks should:

- *Be worded using action phrases, and should always start with "The Contractor shall..."*
- *Tasks should be worded so it is clear what the Contractor is required to do.*
- *If the Contractor is working with a subcontractor, it should say which one, specifically (unless there is only one, or all of them, in which case 'Subcontractor' or Subcontractor's, respectively, is acceptable.) The Contractor should word the subcontractor's work as "The Contractor shall direct Subcontractor X to..."*
- *Avoid using phrases like 'etc.' or 'including, but not limited to;' these phrases are ambiguous and hard to enforce.*
- *Tasks should be linear, so later tasks build on earlier tasks, and earlier tasks inform work being completed later on, as much as possible.*
- *When referring to previous tasks, it should be worded as "... the work/report/system/method approved in Task X."*



Elements of a Clear SOW

Example: Unclear Task Description

Task 2 – Identify and Evaluate a Framework and Options for Designing New Climbing Gyms

The Contractor shall work closely with the Project Management Team to determine a menu of options for climbing gym designs that is backed by a rigorous analytical modeling to the extent possible and appropriate. An example gym is as follows. However, the actual gym developed and modeled as a part of this task will evolve over the course of the project and may include additional items or involve the elimination of items.

What kind of modeling?
Limit to specified option(s)

While some flexibility for minor changes is acceptable, this is too generic



Elements of a Clear SOW

Example: Clear Task Description

Task 2: Identify and Evaluate a Framework and Options for Designing New Climbing Gyms

The Contractor shall direct subcontractor Climbing Design to develop 2-4 climbing gym designs based on the subcontractor's previous work, research into designs of existing successful gyms, and initial conversations with stakeholders. The actual gym developed and constructed as a part of this project will be customized and updated from the above-developed designs based on local infrastructure conditions at specific sites selected for the gym and following input from the community.



Schedule

- List all tasks and when they will occur
 - Including those that extend through entire project period
- Be realistic in terms of what needs to be accomplished and how long that will take
- Consider using Month 1, Month 2 etc. (after contract execution)

	M1	M2	M3	M4	M5	M6	M7	M8
Task 0: Project Management	Active	Active	Active	Active	Active	Active	Active	Active
Task 1: TBD Title	Active	Active	Active	Completed	Completed	Completed	Completed	Completed
Task 2: Site Agreements	Completed	Completed	Active	Active	Completed	Completed	Completed	Completed
Task 3: YYY	Completed	Completed	Completed	Active	Active	Active	Completed	Completed
Task 4: ZZZ	Completed	Completed	Completed	Active	Active	Active	Active	Completed
Task 5: Final Report	Completed	Completed	Completed	Completed	Completed	Completed	Active	Active



Budget Template

- Review through entire template ([Attachment D](#)) before getting started
- Instructions are on the second tab
- Proposal Evaluation: Project Value
 - Is the overall project cost justified and reasonable based on the level of effort proposed and the expected outcome and benefits?
 - Is the value proposition and benefits sufficient that the concept or technology will likely be successful and adopted by the market?
 - How appropriate are the proposer's co-funding contributions (sources and amounts) with respect to the degree of risk and potential benefits from the work?
 - Are the labor rates and equipment costs reasonable based on market conditions?

	A	B	C	D	E	F	G	H	I	J
1	INSTRUCTIONS FOR PREPARATION OF BUDGET									
2	Your budget may be the basis of contract negotiation; it should be specific and complete in every detail. Supporting schedules (as described in Section B) providing the basis for your estimates must be provided. Each offer should submit using the most favorable cost. NYSERDA reserves the right to accept or reject proposals based on the degree to which pricing and hourly rates are in line with the rest of the market.									
4	A. GENERAL									
5	The schedule must be submitted on NYSERDA's Budget Form.									
7	B. INSTRUCTIONS AND DESCRIPTION OF REQUIRED SUPPORT DETAIL									
8	(Title each supporting schedule and cross-reference it to the item number on the Budget)									
10	1 LABOR (DIRECT)									
11	a. Attach supporting schedules showing:									
12	o Each category or type (Title) of labor being estimated									
13	o Applicable labor rates per hour, fully burdened									
14	o Estimated hours required to perform the proposed statement of work									
15	o Estimated hours should include community engagement and measurement, evaluation and learning									
16										
17	b. EDUCATIONAL INSTITUTIONS									
18	Provide the following for each calendar year of the contract:									
19	1	For individuals not on an "actual hours worked" basis:								
20		o individual's name								
21		o annual salary and the period for which the salary is applicable (preferably in weeks)								
22		o the proportionate time to be charged to this effort								
23	2	For individuals who maintain time records as the basis for charging costs, supply the detail as requested in Instructions 1(a.)								
24										
25	2 DIRECT MATERIALS (PURCHASED PARTS), SUPPLIES, EQUIPMENT, AND OTHER COSTS									
26	a.	Provide the following information for each proposed item with an estimated unit cost in excess of \$15,000.								
27		o Description of the item								
28		o Proposed vendor								
29		o Quantity needed								
30		o Unit cost								
31		o Basis for cost (i.e., catalog, prior purchase, quote, etc.)								
32		o Total cost								
33		Evidence of a competitive selection process in accordance with the requirements of the Subcontract Procedures section of the attached Sample Agreement.								
34	b.	OTHER DIRECT MATERIALS								
		In accordance with the requirements of the Subcontract Procedures section of the attached Sample Agreement for all items in excess of \$5,000, provide whatever information would be necessary to understand								



Budget – Labor Rates

- Include applicable labor rates per hour, fully burdened
 - Sample Agreement Language: "The Contractor shall be reimbursed for the services performed by its employees under the terms of this Agreement at the **lesser of employee's billing rate set forth in the Budget or the employee's billing rate applicable at the time the Work is performed.** Such billing rates shall be inclusive of actual Cash-based Expenses in the form of wages paid the employee, fringe benefits, overhead, general and administrative (G&A), and other indirect costs. Contractor hereby warrants and guarantees that the billing rates charged herein are Contractor's customary billing rates for performance of work of the type described in the Statement of Work attached hereto."
- Proposed rates apply to the entire period of performance
 - Estimate the final year rates and invoice lower actuals prior to final year
 - Include separate lines for each year per labor category



Budget – Equipment, Vendors, Subcontractors

- Purchase of one-time specific services (e.g., fixed costs) or materials belong under Direct Costs even if a vendor is known. Subcontractors are typically paid by hour for less defined support (or under a longer-term agreement).
- May categorize or group similar supplies or equipment within the Cost Element, but specific details must be listed in the Supporting Schedule
 - Description, vendor, quantity, unit cost
- Include quotes, published prices, or justification (quantity, unit costs) when possible
- Subcontractors >\$50,000 must have a separate budget tab, smaller subcontractor budgets still need to be detailed in the Supporting Schedule
- Any materials, vendor, or subcontractor >\$50,000 not identified in the proposal must be competitively selected if NYSERDA funding is awarded



Budget – Travel

- Main budget tab is only for Prime travel, subcontractor travel is under their budget
- Only for travel required to perform the SOW (i.e. tasks should mention if/when travel is needed)
- May categorize or group similar travel within the Cost Element, but specific details must be listed in the Supporting Schedule
 - E.g. origin/destination, # of travelers, # of days, transportation, meals, other

29	2. Direct Materials, Supplies, Equipment, and Other Costs			
30				
31				
32				
33				
34				
35				
36				
37	Total Direct Materials, Supplies, Equipment and Other Costs			
39	3. Travel			
40				
41	Total Travel			
43	4. Final Deliverable			
45	5. Subcontractors/Consultants			
46				
47				
48				
49				
50	Total Subcontractors/Consultants			

54				
55	Supporting Schedule (Additional Information)			
56	Element No.	Item Description		Amount
57				
58				
59				
60				
61				
62				
63				
64				
65				
66				
67				
68				



Budget – Final Deliverable

- A payment based on the final deliverable will be reserved until project completion.
- This amount typically represents 10-20% of contract value and will be negotiated with NYSERDA.
- NYSERDA cost only, should not include cost sharing
- Typically covered by prime contractor, but may vary
- If sharing with subcontractors, can specify in the Supporting Schedule, but these costs must not also be included in the individual subcontractor budgets.

41	Total Travel			
42				
43	4. Final Deliverable			
44				



Budget – Cost Sharing

NYSERDA funding:		
Total Project Cost:		
Total Project Cost:	Funding & Co-funding via NYSERDA	Cost-sharing & Other Co-funding

- Total Project Cost (100%) = Funding by NYSERDA (80% or less) + Cost-sharing & other co-funding (20% or more; non-NYSERDA funds)
- Cost-sharing should accumulate (and be documented) at a similar rate as NYSERDA costs throughout the project (cost-sharing can not just be contributed at the end after NYSERDA funds are used)
- If cost-sharing is shown on a single budget line, it is expected that any expenses for this item are cost-shared at that percentage.
- If the project team plans to contribute some items at 100% while NYSERDA pays for other items at 100%, place on separate budget lines.
- List cost-sharing within project expenses (labor, materials).
 - The source of the cost-sharing should be described in the proposal and does not belong as a budget line (e.g., rider revenue or ABC grant) except if contributed by a subcontractor (in which case the subcontractor budget would show how this contributes to the project).



Budget - General

- Directly link the SOW elements and the budget
- Be as specific and complete as you can
- Some unknowns are acceptable, but can result in:
 - More extensive competitive procurements
 - More funding than needed tied to a budget line that isn't used
 - Contract modifications resulting in extra effort and potential delays
- Meet the minimum required cost-sharing (20%)
- Verify reasonable rates and costs
- Invoices to NYSERDA must exactly follow the contract's budget
- Contracts are cost-reimbursable, meaning expenses must occur before NYSERDA is invoiced (NYSERDA will provide payment within 30 days of an invoice)
 - Equipment purchases may require proof of delivery (pictures) or installation/activation before requesting reimbursement



Questions?

Thank you

Points of Contact

- Program/Technical Questions (cleanmobility@nyserda.ny.gov)
 - Richard Mai (212) 971-5342, ext. 3476
 - Alexia Heinrich (518) 362-0251
 - Rachel Fishman (518) 362-0512
- NYSERDA Application Portal Questions (jim.solicitations@nyserda.ny.gov)
 - James (Jim) Cowman (518) 862-1090 ext.3652