



NYSERDA ORECRFP23-1



Purchase of Offshore Wind Renewable Energy Credits

Submitted by Empire Offshore Wind LLC- January 25, 2024

Section 11 - New York Jobs and Workforce Plan



Powering New York. Together



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Attachments

Reference	Description
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11. JOBS AND WORKFORCE PLAN

Empire Wind and its affiliates are broad energy companies committed to long-term value creation in a low-carbon future. Their purpose is to turn natural resources into energy for people and progress for society. Empire Wind and its affiliates have adopted ambitious renewable and low-carbon goals, with ambitions of becoming carbon-neutral companies.

Empire Wind and its affiliates already have established themselves as leading partners with New York State to ensure that the benefits of the energy transition are broadly shared by all New Yorkers, including members of Disadvantaged Communities, minority and/or women-owned businesses (“MWBE”), service-disabled veteran-owned businesses (“SDVOB”), and skilled laborers and labor union-represented workers. Empire Wind and its affiliates view public engagement related to workforce development and reliance on partnerships as essential aspects of their project development strategy and a manifestation of the strong commitment that they have already made to further New York’s clean energy and workforce development goals. Through these efforts, Empire Wind and its affiliates already have made significant strides towards identifying opportunities where New York workers and organized labor can play a role in addressing gaps in the existing offshore wind supply chain in the United States (“U.S.”) and making the investments in workforce development necessary to ensure that a broad array of New Yorkers have the skills necessary to support the rapidly expanding offshore wind industry.

Empire Wind also recognizes the importance of promoting the use of, and partnership with, labor unions that have the capabilities to support the growth of an offshore wind workforce, including providing training and apprenticeship opportunities.

Consistent with their recognition of the importance of public engagement on these issues, Empire Wind has led, or participated in, more than 160 community outreach discussions in the state of New York, with an emphasis on communities that will be affected by the development of the first phase of the Empire Wind Project (“EW1” or “Project”), and has further engaged in one-on-one conversations with local stakeholders. Empire Wind has approached these discussions focused on the following goals:

- Solidifying partnerships with workforce development organizations and community leaders, including labor unions and labor-management joint training programs.
- Identifying opportunities to demonstrate commitment to New York’s clean energy goals through investments that build a workforce across the offshore wind development, deployment, and operations value chain.

- Working with partners to develop labor strategies and evaluate the best approach to creating opportunities in disadvantaged and underserved communities consistent with diversity, equity, and inclusion principles, including effective methods to create opportunities for MWBEs and SDVOBs and to bring economic opportunities to Disadvantaged Communities.
- Identifying opportunities to work with labor unions to leverage existing programs to identify workers to support the Project and provide job training through apprenticeship programs and other support.
- Gaining greater appreciation and understanding of the full range of underserved priority communities, including veterans, members of tribal nations, individuals with disabilities, low-income individuals, incumbent or unemployed power plant workers, previously incarcerated individuals, unhoused individuals, and single parents.

Through this work, Empire Wind has established strong relationships with leading workforce development organizations and labor unions in New York State and obtained a better understanding of the workforce development opportunities and challenges facing New York. As the New York State Energy Research and Development Authority (“NYSERDA”) acknowledged in its 2023 Clean Energy Report, the energy transition already is creating significant opportunities for New Yorkers, with approximately 170,857 clean energy workers at the end of 2022.¹ The number of employment opportunities in the clean energy industry, including offshore wind, is expected to grow substantially in the coming decade. Yet, businesses already are having difficulty finding the workers necessary to fill existing positions. At the same time, the number of members of historically underrepresented and/or Disadvantaged Communities and groups that currently are participating in the clean energy industry remains relatively low, despite recent improvements.

Empire Wind’s Jobs and Workforce Plan is designed to help resolve these challenges through strategic partnerships and investments that promote workforce development in a manner that is effective and sensitive to local needs. Importantly, Empire Wind’s Jobs and Workforce Plan is not solely aspirational in nature. Building on years of engaging with local stakeholders in New York (“NY”), Empire Wind already is making investments promoting the growth of a clean energy workforce. Indeed, Empire Wind works every day with its contractors and New York stakeholders, including organized labor, to identify opportunities to further workforce development and create new economic opportunities for New Yorkers.

An example of the commitment of Empire Wind to workforce development is its recently announced GENext Regional Workforce Development initiative. Announced in May 2023, The

¹ 2023 New York Clean Energy Industry Report, Fact Sheet available at: <https://www.nysesda.ny.gov/About/Publications/New-York-Clean-Energy-Industry-Report>.

GENext strategy is a comprehensive cradle-to-career approach to developing regional partnerships supporting offshore wind education, workforce development, and robust supply chains. It identifies three key priority areas for collaboration, partnership, and investment:

- **K–12 Education Science, Technology, Engineering, and Math (“STEM”) Investment:** Partnerships that integrate offshore wind and STEM curriculums within local schools to increase awareness of career pathways within the clean energy industry as well as introduce the technological concepts of wind energy in a fun and age-appropriate manner.
- **Post-Secondary Education & Training:** Developing technical talent by working with local higher educational institutions and training centers to facilitate post-secondary degrees and certifications in fields connected to the offshore wind industry such as electrical engineering. Empire Wind also prioritizes supplemental wraparound services, such as scholarships, housing, transportation, and childcare for underserved New York communities, to help ensure robust participation and increased graduation rates, regardless of socioeconomic status or other factors.
- **Supply Chain and Capacity Building:** Working with companies in the supply chain to build their capacity and ensure that their workforce is well equipped to enter and complete training programs; help local businesses access the supply chain; build out required training programs that will allow these businesses to qualify for work in the offshore wind sector; and provide additional wraparound services to help reduce the cost for these diverse small businesses and their workforces to enter into the offshore wind industry.

Empire Wind’s approach is to identify and support initiatives in each category at a regional level, ensuring opportunities for communities most impacted by the development of the Project, with a focus on Empire Wind and its affiliates’ goals of increasing worker training and job creation within Disadvantaged Communities and for MWBE and SDVOB businesses. Empire Wind and its affiliates will continue to provide support to ensure the achievement of the Regional Collaborative Model goals.

11.1 Empire Wind’s Workforce Development Philosophy

The Proposer must briefly present their goals on workforce training and the recruitment of trained individuals for positions made available within the New York State offshore wind market. The Proposer should comment on perceived opportunities or challenges, existing research on the New York workforce, overall goals for jobs creation and retention, and any experience/partnerships/relationships with labor and workforce training development in New York State or similar environment. The Plan should include clear details as to how the Proposer will support equitable, statewide access to quality training, jobs, and economic opportunities across the offshore wind sector.

11.1.1 Empire Wind's Regional Collaboration Strategy

Empire Wind and its affiliates believe that the best approach to meeting the challenges associated with jobs and workforce development is through a stakeholder-driven approach in which developers and employers work collaboratively with community leaders, local organizations, labor unions, and special interest groups to identify opportunities, define priorities, and implement strategic initiatives. For that reason, Empire Wind and its affiliates have adopted a regional, multi-tier collaborative strategy that is premised on proactive engagement and partnership with key community organizations in the areas of New York State that will be most affected by the development of the Project.

Opportunities and Challenges by Market

Long Island

Long Island's challenges include a lack of coordinated collaboration between workforce development entities. This has led to a certain amount of inter-agency competition that has stalled progress in some areas. Housing prices and the overall cost of living are high, and communities of color are not well represented throughout the island but rather are concentrated in several municipalities. The region also faces recruitment and retention challenges associated with an aging population. According to the Long Island Index, the number of Long Islanders aged 70 and older is expected to increase by more than 220,000 over the next 25 years, while those aged 15–30 will decrease by 80,000.

The workforce on Long Island faces significant commuting challenges, limited access to job opportunities, and other challenges that serve as a barrier to equity. The cost of new car ownership has reached more than \$12,000 per year according to AAA,² and even the cost of insurance and maintenance on a used car can be prohibitively expensive for members of underserved communities. Populations lacking cars are depending on Long Island's bus network, which transit advocates identify as limited and unreliable, particularly in the north-south corridor, with significantly reduced schedules for weekend and night service. Alternatively, monthly rail tickets can reach as much as \$500, which places a burden on low- to moderate-income populations as well as students and young professionals. Local organizations like ERASE Racism identify the lack of transit service as a primary barrier to access to good jobs and reducing poverty.

Long Island's strengths include its historically strong manufacturing sector, a pro-business outlook, and an increasing recognition that environmental stewardship of Long Island Sound and its beaches is a privilege and responsibility with which elected officials must grapple.

² See, e.g., Annual New Car Ownership Costs Boil over \$12k, AAA Newsroom (Aug. 30, 2023), available at: <https://newsroom.aaa.com/2023/08/annual-new-car-ownership-costs-boil-over-12k/>.

New York City

In New York City's dynamic landscape, the pursuit of clean energy workforce development emerges as a unique and transformative opportunity, aligning environmental sustainability with economic growth and community empowerment. However, despite these opportunities, New York City is a case study in both challenges and strengths that impact workforce development feasibility and progress.

Between 25% and 40% of New York City adults lack basic literacy skills, which has strong implications for workforce training design. Additionally, the impact of the pandemic on workforce development is only now being fully felt. The pandemic left students, families, and teachers dealing with multiple crises; more than 40% of students missed at least 18 days of school in 2022, and city students recorded large drops in reading and math proficiency. After years of making progress, crime is up in all categories.

Despite reports portraying a robust post-pandemic economic recovery in New York City, there remains significant income inequality, with disparities between income levels at their highest since 2006. The richest New Yorkers earn more than 53 times that of the poorest ones, making Manhattan, Brooklyn, and the Bronx among the top 10 counties in the U.S. with the largest income inequality gap.

With income inequality exacerbating the city's economic disparities, access to quality education and training is essential. Approximately 18% of adults in New York City lack basic literacy skills, ultimately preventing them from securing even basic employment and workforce development opportunities. Lower-income communities face the worst resource constraints, hindering accessibility to education and skill development. Moreover, financial burdens, including high tuition fees and living costs, impede participation in training programs, particularly affecting economically disadvantaged groups. To address this, implementing affordable education initiatives, providing financial assistance, and offering flexible training options are crucial for inclusivity.

With a diverse and skilled workforce, proximity to ports, and a commitment to sustainability, New York City offers a potentially robust talent pool and logistical advantages. Additionally, the economic impact of offshore wind projects can stimulate local businesses, create jobs, and contribute to the city's broader economic development goals. However, addressing the clean energy workforce deficit will require targeted programs that remove barriers to these opportunities for members of Disadvantaged Communities and other historically marginalized groups. NYSERDA has allocated over \$170 million to workforce development advancement, following the Clean Energy Fund and Climate Act guidelines, emphasizing that a minimum of 35% to 40% of benefits should go to Disadvantaged Communities and other priority populations such as low-income, disabled and previously incarcerated individuals, veterans, and unemployed fossil fuel workers. Collaborations among government agencies, educational institutions, community organizations, and renewable energy developers can break down barriers, fostering inclusive

workforce development. These collaborative efforts must address the gap between training and job placement, where industry partners provide information on the specific skills needed within their organizations and associated job opportunities. As recognized in a 2021 Natural Resources Defense Council report, it is also essential that information on actual jobs created or likely to be created is readily available to job seekers, including a plain language description of the possibilities of career advancement, family-sustaining wages, and the connections and support systems needed to get and keep previously excluded individuals in those jobs. This is a role the renewable energy project developers must play in the advancement of workforce development opportunities.

One of New York City's greatest strengths is the vibrancy of its communities and their potential for fostering diverse partnerships. The redevelopment of SBMT demonstrates the city's commitment to renewable energy and community enrichment. The SBMT redevelopment is poised to inject substantial investment, create jobs, and boost the local economy, aligning with the city's resilience and commitment to equitable clean energy growth. Clean energy initiatives, such as the Project and SBMT, will play a pivotal role in investing in communities by creating sustainable job opportunities and a robust, diverse workforce. Through these programs and partnerships, clean energy projects not only address climate concerns, but also contribute to economic empowerment and resilient communities at every level.

Capital Region

In the Capital Region, the challenges surrounding the historically marginalized South End are multifaceted and impact various aspects of workforce development. Residents in the area grapple with persistent poverty, evidenced by data highlighting economic disparities and limited access to opportunities. The South End also faces low literacy rates, presenting a significant barrier to educational and employment advancement; a notably high dropout rate from union apprenticeship and college training programs further exacerbates the challenges this community faces, hindering the acquisition of crucial skills.

Moreover, the Capital District contends with a need for more skilled workers ready to capitalize on training programs that support the offshore wind industry. NYSERDA's 2022 Workforce Skills Analysis reveals that the most severe and moderate workforce gaps are concentrated in construction and manufacturing industries, underscoring the urgency of addressing these issues.

The Capital Region Economic Development Council remains dedicated to cultivating a thriving economic ecosystem for sustainable growth in the Capital Region, fostering collaboration across all sectors to implement economic diversification for the eight-county area. With 26 colleges and universities, along with various trade schools, apprenticeship programs, and workforce education initiatives, the Capital Region's education sector serves as a significant economic and cultural catalyst, attracting a substantial global audience each year.

The Center for Economic Growth argues that manufacturing and technology have been instrumental in facilitating the Capital Region's economic growth for more than a century;

however, there must be a robust plan to include emerging industries as part of the region's economic portfolio. New York's Capital Region has emerged as a center for promising commercial growth in advanced electronics research and development and manufacturing, biotechnology, offshore wind and clean energy, digital gaming, artificial intelligence, and software/information technology. However, despite the promising growth, recently reported financial difficulties faced by the State University of New York and other colleges in the region, which are essential access points for job seekers, further reveal the challenges impeding growth in the area.

While the progress made in improving economic growth in the region is generally beneficial, competition for workers among manufacturing, construction, technology, and conventional energy industries can overlap with the skill sets required for renewable energy development, creating potential challenges in recruiting and retaining a skilled workforce. Successful workforce development efforts should consider these competing industries and find ways to attract, train, and retain talent to meet the specific needs of the offshore wind sector.

The Regional Collaboration Model

At the heart of Empire Wind's jobs and workforce plan is a regional collaboration model that seeks to leverage local expertise to ensure that workforce development initiatives are deployed effectively in a manner that reflects the needs of the community. This model is designed to:

- Create an organized approach to engaging with jobs and workforce needs in the areas most affected by the Project's development in a manner that enables and ignites local and statewide action.
- Establish a replicable approach to workforce and supply chain development predicated on consistency, coordination, and equity.
- Tap the leadership of respected community foundations and non-governmental organizations ("NGO") to build a structure that connects stakeholders, pools expertise, and deepens Empire Wind's relationship and collaboration with these organizations.

Through this Regional Collaboration framework, Empire Wind and its affiliates anticipate utilizing partnerships with key community foundations and NGOs to optimize coordination to achieve the jobs and workforce development goals in the regions most affected by the development of the Project, which will also yield benefits across the state. The Regional Collaboration model ensures effective distribution and deployment of the funding that Empire Wind commits to support workforce development through its programs and initiatives using a multi-tier collaborative structure:

- Each regional collaborative is led by a top tier consisting of a community foundation paired with an experienced and regionally recognized economic development NGO.
- The second tier focuses on three sectors: workforce development, supply chain, and special initiatives, each led by a notable NGO. The first and second tier organizations help

Empire Wind develop its regional priorities and requests for proposals to distribute funding, then will encourage applicants to come forward with proposals designed to help support the development of a world-class offshore wind workforce.

- The third and final tier consists of boots-on-the-ground community organizations working within the workforce and related areas identified in Figure 1, each vetted by Empire Wind. Representatives from each of these organizations participate in regular coordination and strategy development meetings guided by the Empire 1 team and Tier 1 organizations. Many of these organizations will receive counsel from the second-tier organizations on how to formulate funding request proposals, launch projects, measure progress, and interact with a reporting system.

The purpose of this approach is three-fold. First, it engages respected, deeply knowledgeable New York organizations specializing in fostering development within their regions. Second, it utilizes the local knowledge and expertise in program administration and grant administration to ensure a professional, equitable, and measurable approach to expanding partnership networks and grant allocation. Third, the structure provides support to NGOs from NGOs, so they can succeed with their workforce development projects, by collaborating to make a strong case for funding, planning and executing a strategy, and collecting metrics to inform continual improvement in the strategic approach.



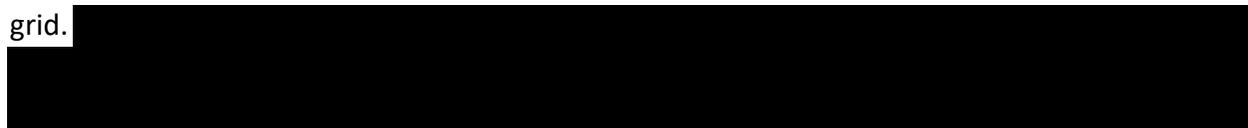
The structure of the Regional Collaboration model is designed to bring organizations together to create strategic partnerships, engagement opportunities, and funding to further key objectives in a number of areas:

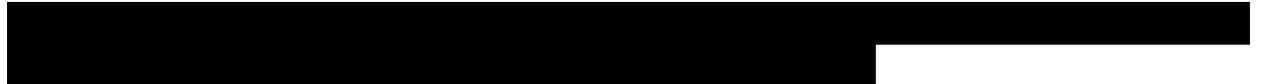
- With labor unions:
 - Ensure opportunities for union labor, provide necessary skills training, set high safety standards, reduce timeline risk, and promote a more diverse workforce.

- Identify partnerships with labor unions and labor-management joint training programs, local workforce development boards and registered apprenticeship programs, universities, and research institutions.
- With Disadvantaged Communities and members of other underserved communities:
 - Engage workforce development experts to identify meaningful program support that can be offered to ensure community members are reached with career awareness, training opportunities, and solutions that remove barriers to training and job opportunities.
 - Demonstrate a commitment to maximizing opportunities for members of Disadvantaged Communities, MWBEs, and SDVOBs, especially through supply chain opportunities.
- With supply chain and market participants:
 - Make key investments to support manufacturing, transport, and operations that will help create job opportunities across all aspects of the offshore wind development, deployment, and operations value chain.
 - Allow flexibility, room for growth, and iteration to be incorporated into the community benefits plan as the Empire Wind Project matures and as it collaborates with advisors and partners.
 - Provide an approach for sourcing labor and build clear career pipelines for job growth in New York State in a collaborative approach.
 - Address health and safety training and commitment to incident reporting and loss prevention.
 - In keeping with New York State policy, link these regional markets to leverage their distinctive expertise and contributions to the state's economy.

The assessment of organizations to prioritize within the Regional Collaboration strategy will be informed by stakeholder identification and stakeholder mapping efforts as described in the Stakeholder Engagement Plan being submitted with this proposal.

Empire Wind and its affiliates will also use the Regional Collaboration model to support special initiatives such as energy efficiency—New York's largest clean energy sector—a sector that was hit hard by the pandemic. Empire Wind and its affiliates will be working with partners to support building electrification initiatives, with shared goals to electrify and reduce the burden on the grid.





As part of their commitment to workforce development in New York and in connection with commitments made in earlier solicitations, Empire Wind has already committed to investing more than \$8 million in workforce and innovation initiatives, including Empire Wind's announcement of \$5 million in grants through the Offshore Wind Ecosystem Fund and establishment of the Innovation Hub Technology Accelerator in Sunset Park. In addition, if Empire Wind is selected through this solicitation, Empire Wind plans to make additional funding available through the Regional Collaboration initiative in support of goals of the GENext initiative. The amount of funding will vary depending on the proposal selected as further described in the economic benefits plans being submitted by Empire Wind.

The Offshore Wind Ecosystem Fund is illustrative of the types of partnerships that Empire Wind is creating through the Regional Collaboration framework. The Offshore Wind Ecosystem Fund was created in partnership with the New York City Economic Development Corporation ("NYCEDC") and the Sunset Park Task Force. The Offshore Wind Ecosystem Fund is a \$5 million clean energy community grant program designed to support sustainable growth, workforce development, empowerment of Disadvantaged Communities, and climate justice. The investments made through this fund will scale the talent pipeline in offshore wind-related careers, support low-income New Yorkers and New York City Housing Authority residents in participating in the energy transition, and grow the green energy innovation ecosystem in New York City.

To administer the fund, Empire Wind established a Strategy Development Committee responsible for directing these funds towards strategies that align with the fund's objective and a Selection Committee that helped evaluate and select funding proposals. Both included representatives of the Sunset Park Task Force, which advocates maximizing the economic potential and community links between Sunset Park residents and the waterfront, and the offshore wind community. Together, these committees determined priority areas to maximize the fund's impact by identifying and supporting stakeholders with critical needs, including providing funding for initiatives that make the offshore wind industry more accessible by furthering workforce development initiatives, creating obtainable career pathways, and elevating local businesses' and individuals' participation in the industry. In October 2023, eight local organizations were selected for funding. As a result of this funding, 450 individuals will receive career training and experiences over the next three years and more than 350 MWBE businesses will be engaged to increase understanding of how they can benefit from offshore wind opportunities, with direct support to ensure a number of businesses receive contracts related to offshore wind. The Ecosystem Fund award recipients and funded initiatives are further detailed below.

As Empire Wind moves forward with implementation of its Regional Collaboration strategy, Empire Wind will continue to evaluate the effectiveness of its engagements and the programs that it funds, including whether the skills that are being created align with the job opportunities that exist in the offshore wind supply chain. As part of this assessment, Empire Wind will continue to monitor and evaluate key metrics, including information about:

- The number of New York workers employed by Empire Wind and its contractors;
- The dollar value of grants and scholarships relative to their impact with help from our community partners, including recruitment numbers, the number of individuals and businesses served and their geographic location, the number of individuals that earned a degree or certification, the number of individuals that found employment, and the types of support provided to trainees;
- The number of Disadvantaged Communities reached and the impact on these communities;
- The impact on just transition priorities, such as retraining fossil fuel sector workers; and
- The impact on MWBEs and SDVOBs.

Empire Wind and its affiliates appreciate the opportunity to build upon existing jobs and workforce development efforts through this solicitation process.

11.2 Labor Engagement

Proposers must name a Labor Liaison in the Plan, who is instrumental in the Plan formation, and who will be engaged early in development to help identify and establish relationships with relevant Labor unions. The Labor Liaison's primary role will be to assist in establishing trust with New York State labor unions through continued collaborative communication and assisting in the creation of a PLA. The Labor Liaison will ensure that union labor and employees are correctly identified and engaged. This is an important first step to ensure that labor concerns and statewide coordination are considered in even the earliest stages of project development. A brief biography of the Labor Liaison should be provided to support an assessment of their subject matter expertise.

Plans should detail which labor unions have already been identified and if any partnerships exist presently or are planned. The Proposer must describe how, specifically, it will identify labor union stakeholders relevant to both the onshore and offshore development, construction, and operation of the Project. The Proposer must also describe how it will communicate and work with labor unions and workforce training suppliers throughout project development including appropriate project milestones for labor engagement (i.e., prior to feasibility studies on PLAs, upon permitting, prior to hiring, etc.), construction, and operation.

Proposers should detail a plan to engage and begin negotiating a PLA with the unions whose members perform work in transmission and distribution, power generation, as well as the

construction, operation and maintenance of power plants and port or marine infrastructure. Examples of unions and trade groups to establish consistent outreach with include, but are not limited to, Climate Jobs NY, the New York State Building and Construction Trades Council (and associated regional trades councils), Long Island Federation of Labor, the Utility Workers Union of America, International Brotherhood of Electrical Workers (IBEW), United Association of Plumbers, Pipefitters and Steamfitters, Laborers International Union of North America, U.S. Steel Workers, and the International Union of Operating Engineers, among others. Labor organizations such as the United Steelworkers, whose members currently manufacture components for onshore wind turbines, and the United Autoworkers are also recommended as part of the manufacturing needs Offshore Wind will create within the state. Further, within the PLA, Proposers shall include detailed proposed funding or partnerships that will provide access to training, internships, and recruitment for members of Disadvantaged Communities, as well as MWBEs and SDVOBs. Preference will be given to PLAs that include collaboration and funding for individuals who fall under one of these priority populations. Detailed communications plans should be included in Appendix F, the Stakeholder Engagement Plan.

Key labor unions have robust training programs that can be readily and swiftly adapted to offshore wind companies' skill needs, as long as Proposers are specific about those needs—including global safety certifications—and resources are made available to support that training. Details on how the Proposer intends to incorporate labor requirements set forth in the RFP, such as payment of Prevailing Wages, negotiating a PLA, adhering to LPA requirements, and maximizing opportunities for members of Disadvantaged Communities, NYS-Certified MWBEs, and NYS-Certified SDVOBs are required. Preference will be given to PLAs that incorporate maximizing opportunities for members of those priority populations.

11.2.1 Labor Team

Empire Wind and its affiliates currently have a multi-member team, including a dedicated labor liaison, that is focused on engaging with organized labor on matters related to the Empire Wind Project and the other projects being developed by Empire Wind and its affiliates. A brief overview of key team members is below.

Empire Wind Team Members

Marc Hanan, Equinor's U.S. Renewables Labor Relations Leader and Lead Negotiator, joined the Equinor team in December of 2022. Mr. Hanan has 25 years of applicable professional experience, including 15+ years with a Labor Relations focus spanning a multitude of industries. Mr. Hanan has supported organizations with U.S. and international interests. Marc holds a Bachelor of Arts in Health and Human Services from the University at Buffalo's department of Social Sciences Interdisciplinary Studies. As the labor liaison, Mr. Hanan is responsible for leading U.S. REN efforts to build and maintain positive relationships with labor organizations as well as developing and negotiating labor agreements in support of our projects.

Carol Faherty, Lead Counsel Legal Employment Law, U.S., Equinor, is focused on negotiation of the project labor agreements for the Equinor U.S. wind projects. Ms. Faherty joined Equinor in

2022 and serves as legal counsel on labor and employment matters for Equinor. She previously worked as an employment lawyer at Epstein Becker & Green, a national management-side law firm. Ms. Faherty received her law degree from University of Connecticut.

Teddy Muhlfelder, Vice President, Renewables U.S., Equinor, is focused on the development and execution of the Equinor offshore wind lease areas. He joined Equinor in 2011 and has over 15 years of experience in U.S. energy markets including asset management, commodity trading and origination, and commercial negotiations. He serves as President for the Empire Wind Project. Prior to working in offshore wind, he was head of energy origination for Equinor's North American marketing and trading team leading complex negotiations and deal execution across North and South America. Prior to joining Equinor, he was Associate Director at IHS Markit (formerly CERA). Mr. Muhlfelder holds a Bachelor of Arts in Economics from Colorado College and a Master of Business Administration with a concentration in Finance from Columbia University.

Matthew Brotmann, Senior Counsel, Renewables U.S., Empire Wind is responsible for Equinor's U.S.-based renewables portfolio. Prior to joining Equinor, Mr. Brotmann served as Senior Counsel at the New York Power Authority, where he focused on power, transmission, and regulation. In addition, he previously served as Assistant General Counsel at the MTA/Tri-borough Bridge and Tunnel Authority and as a Special Advisor to the New York Attorney General. He earned his Bachelor of Arts from Denison University, and he holds a Juris Doctorate from Pace University Law School where he later served as an Adjunct Professor teaching international and environmental law.

External Counsel and Support

Jackson Lewis P.C.

Focused on labor and employment law since 1958, Jackson Lewis P.C.'s more than 1,000 attorneys located in major cities nationwide consistently identify and respond to new ways workplace law intersects business. The firm helps employers develop proactive strategies, strong policies, and business-oriented solutions to cultivate high-functioning workforces that are engaged, stable, and diverse and share our clients' goals to emphasize inclusivity and respect for the contribution of every employee.

Stephen M. Silvestri is a principal in the Baltimore, Maryland, office of Jackson Lewis P.C. He has 30 years of experience representing companies, public sector employers, and institutions of higher learning in complex labor disputes and has acted as their chief spokesperson and bargaining strategist in negotiations throughout the country. He also has substantial experience in National Labor Relations Board hearings and related federal court litigation, often on complex issues such as impasse disputes, single employer issues, and secondary boycotts. He is lead counsel in Equal Employment Opportunity jury trials in state and federal courts, employee benefits litigation, labor arbitrations, and restrictive covenant litigation.

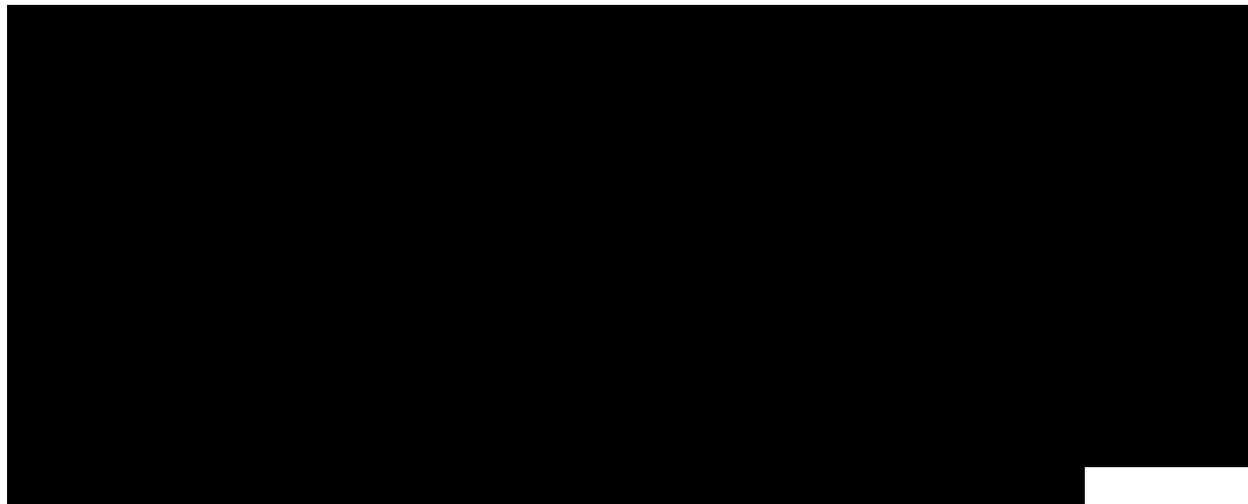
Mr. Silvestri is primary labor and trial counsel to employers in a broad range of industries, including higher education, health care, retail, transportation, and manufacturing. In addition to his litigation and bargaining practice, he is transactional counsel providing advice to asset and stock purchase parties on labor contracts, and union fund obligations and risks.

For the six years prior to joining Jackson Lewis, Mr. Silvestri was the head of the labor law practice at a leading competitor firm. Prior to that, he served as chief outside counsel to an international manufacturing company with facilities throughout the U.S. During law school, he was the law clerk to the Honorable John Fanning, chair of the National Labor Relations Board.

11.2.2 Labor Engagement and Project Labor Agreements

As a result of their ongoing engagement in New York since acquiring their first offshore wind lease areas, Empire Wind and its affiliates have developed strong relationships with local, state, and national-level labor organizations. Empire Wind and its affiliates are engaged in ongoing dialogue with labor leaders and unions, including through community meetings, open houses, and participating in partner events across New York State.

The engagement of Empire Wind and its affiliates with labor only has deepened since they hired a dedicated labor liaison, Mr. Hanan, who has worked to expand existing relationships and create new relationships at the local, state, and national levels. Examples of organizations that Mr. Hanan has engaged with include the AFL-CIO (local, state, and national levels), the Building & Construction Trades Council of Greater NY (“BCTC”) of Greater New York and of Nassau and Suffolk Counties, the International Longshoremen’s Association (“ILA”), the Laborers’ International Union of North America (“LIUNA”), the North America’s Building Trades Unions (“NABTU”), and a variety of skilled trades unions (e.g., District Council of Carpenters, IBEW, International Union of Operating Engineers (“IUOE”), and Iron Workers).



Empire Wind’s holistic approach to labor engagement has included partnering with contractors and suppliers to provide labor organizations with clarity and transparency about the proposed

plans for the construction of Empire Wind and related supply chain facilities. Understanding the importance of developing a domestic industry, attention continues to be paid to understanding what is needed to develop a local skilled workforce to gain the necessary experience to ensure safe participation in the construction of offshore wind projects. Empire Wind has been learning from the BCTC and their respective skilled trades unions about their existing apprenticeship programs. We continue to discuss and learn more about the apprenticeship programs and recruitment channels that labor organizations have in place and are assessing how to most efficiently support these initiatives for the growth of the industry. This will help ensure that additional investments and initiatives are informed by, and account for, the views of labor organizations as experts in training skilled workers to support the industry for the long term. This collaborative approach will also ensure that investments leverage existing programs and initiatives to help fill any gaps and amplify their reach. We will partner with labor, in consideration of the capabilities of community-based organizations, academic institutions, and other partners, to provide training opportunities and support to New York workers and to identify pathways into the offshore wind industry and into good-paying union-represented jobs for members of the local Disadvantaged Communities in New York. These efforts will look to amplify and deepen existing work by academic institutions in K-12 and beyond and support and mentorship for MWBE and SDVOB businesses as appropriate. Further details regarding Empire Wind's efforts to negotiate PLAs are provided below.

11.3 Project Labor Agreements

The Plan should include an estimate on the number of PLAs the Project expects to execute, the focus of work for each PLA, and during what phase of the Project the PLA would be executed. The Plan should articulate and quantify, to the extent possible, the potential cost savings that PLAs could offer to the Project. For example, building trades workers may begin construction at a port site or along a cable route and be organized to work longer night shifts. Alternatively, offshore laborers may work longer shifts of several weeks on a vessel to improve efficiency and reduce the number of trips to transport personnel. In total, teams of workers such as welders, electricians, carpenters, steelworkers, and painters may be paid by the hour at varying rates or at agreed upon Prevailing Wages. Detail how incorporating PLAs into the development, construction, and operation of the Project may offer project savings, schedule savings, shift expectations, labor harmony, training opportunities, and other benefits. Preference will be given to Plans that detail training opportunities and recruitment for members of Disadvantaged Communities, MWBEs and SDVOBs. Proposers will detail the number of PLAs expected with their Project and an estimate of what phase of the Project each PLA would need to be in place.

Supporting estimates of jobs created, program funding, number of individuals trained and their geographic locations, grants or scholarships provided, recruitment numbers and jobs retained should be provided as described in Section G. NYSERDA encourages a focus on jobs related to Disadvantaged Communities, MWBEs and SDVOBs.

11.3.1 Plan to Negotiate a PLA

As noted above, Empire Wind, under the direction of Mr. Hanan, is responsible for leading the development and negotiations of labor agreements for our U.S. offshore wind projects. Our ongoing labor engagement efforts have yielded positive relationships and partnerships with labor organizations. We have leveraged these partnerships, along with the partnerships with our contractors/suppliers, to collaboratively develop and negotiate labor agreements.

[REDACTED]

- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]

11.3.2 Project Labor Agreement Cost Savings

Empire Wind is optimistic that negotiation of a PLA has the potential to play a role in reducing the costs of construction of the Empire Wind Project and offshore wind resources more generally. As a general matter, there is evidence that the use of PLAs in construction projects can reduce overall costs. For instance, studies of four PLAs that were entered into between the BCTC and New York City for major infrastructure projects uniformly concluded that “PLAs would produce substantial direct and indirect cost savings for [New York City], provide job stability, and promote productivity and greater efficiency.”³ Similarly, studies of the use of PLAs across the country support the conclusion that PLAs can play a role in supporting efficient project construction and development and generally do not have the effect of increasing costs.⁴

Empire Wind believes that negotiation of a PLA will support the efficient construction and development of the Empire Wind Project by:

- Establishing a framework for hiring and resolving disputes;
- Controlling construction costs;
- Supporting on-time completion of projects;
- Establishing standards for fair wages and benefits;
- Establishing procedures that can be used to provide new employment opportunities for members of Disadvantaged Communities, MWBEs, and SDVOBs; and
- Avoiding disputes and labor disruptions, such as strikes and picketing.

11.4 Industry Wide Training and Education

New York State presently has over \$100 million in public and private funding committed to the development and support of offshore wind workforce training. Examples of existing funded offshore wind workforce training entities include, but are not limited to, the Offshore Wind Training Institute, the Upper Hudson Offshore Wind Workforce Development funding efforts, the National Offshore Wind Training Center (NOWTC) in Suffolk County; the Stony Brook University Advance Energy and Research Technology Center (AERTC); the CUNY Bridges to Offshore Wind program, SUNY Maritime’s Offshore Wind Center of Excellence, and existing community workforce benefit funding from procured NYS offshore wind projects that can be further supported. Further, IBEW has over 300 training centers across the country.

³ Kotler, F., *Project Labor Agreements in New York State II: In the Public Interest and of Proven Value*, at 36, Ithaca, NY: Cornell University, School of Industrial and Labor Relations (May 2011).

⁴ See, e.g., Philips, P, Did PLAs on LA Affordable Housing Project Raise Construction Costs, University of Utah, Department of Economics, Working Paper No. 2015-03 (Sept. 2015).

Proposers shall identify opportunities for collaborating, developing, investing in, or establishing partnerships with the New York State offshore wind workforce training efforts currently underway or in the planning stages. Proposers shall provide details on utilization or creation of workforce development programs including whether their proposed project will integrate pre-apprenticeship programs, registered apprenticeship programs, or other labor-management programs. Proposers should utilize offshorewindtraining.ny.gov to understand the workforce training available across the state and work towards supporting those programs, and hiring individuals from programs with a strong Offshore Wind Focus. The Plan must account for the need to coordinate with members of the Jobs and Supply Chain Technical Work Group (JSC-TWG) and a narrative depicting awareness of the current offshore wind workforce training ecosystem.

Collaboration between industry, labor, academia, and government is a priority for workforce development. Proposers must describe how they will support training and trainers, including detailing the numbers of people that need to be trained by when and for what skill sets. Proposers must be aware and detail their plans to recruit and invest in existing workforce training within the state. Plans may include funding to establish a new training center or seek to utilize existing and geographically diverse training centers, schools, and apprenticeship programs. Proposers shall prioritize hiring and training directly from local host communities as well as individuals from adjacent disadvantaged communities or historically marginalized backgrounds. Proposers should leverage participation in the JSC-TWG to coordinate with industry-wide training and education entities. Proposers with active commitments and efforts are preferred.

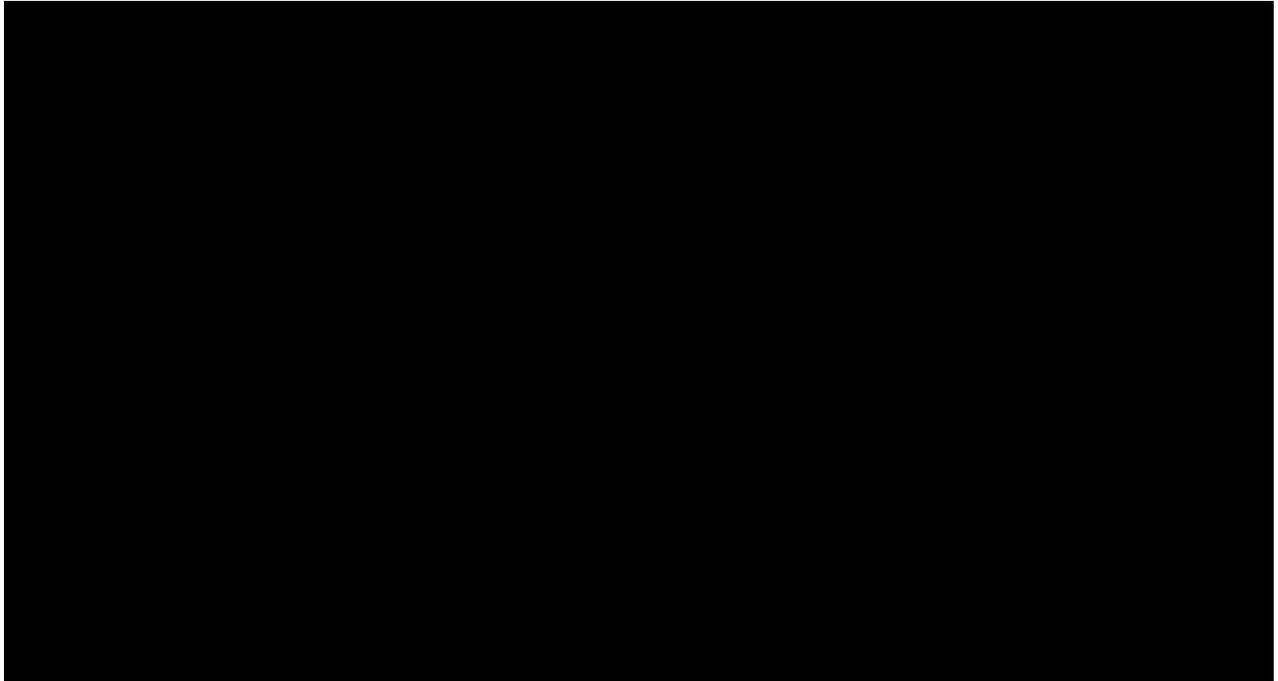
Detailed metrics on program funding and scheduling should be cross referenced with the Proposer's Economic Benefits Plan, as described in Section 6.2.10 of the RFP and Appendix B.1.

Empire Wind and its affiliates are committed to advancing the offshore wind workforce through industry-wide education and training initiatives with a focus on technical skills, safety protocols, and sustainable practices, both through internal programs and by collaborating with external partners, including labor unions, in support of existing education and training initiatives.

The structure of the GENext program aligns with efforts to catalyze regional knowledge and enhance the efforts of organizations working in workforce development and related activities. This program is designed to be dynamic, evolving with the latest industry trends and technologies. Externally, Empire Wind and its affiliates are actively partnering with educational institutions, industry associations, labor training initiatives, labor unions, and government agencies. These partnerships seek to align training standards across the industry, ensuring a consistent skill set among professionals. By coordinating with these external entities, Empire Wind is not only enhancing its training programs, but also contributing to the development of a standardized, industry-wide framework for workforce training in offshore wind energy. This dual approach ensures a robust, well-equipped workforce poised to meet the growing demands and challenges of the offshore wind sector. Through these multifaceted efforts, the GENext initiative aims not only to cultivate a skilled workforce for the offshore wind industry, but also to create inclusive opportunities, ensuring a diverse and competent talent pool for the future.

11.4.1 Support for Existing Initiatives

Empire Wind and its affiliates are actively engaged in existing, externally-managed education, training, and resource coordination initiatives. Examples include:



- Representatives from Empire Wind and its affiliates have been members of the Jobs and Supply Chain Technical Working Group (“JSC-TWG”), led by NYSERDA, since its inception and continue to participate in collaborative meetings with the aim of advancing New York’s offshore wind training initiatives and supply chain partnerships. Given the maturity of our projects, Empire Wind has shared lessons learned and internal best practices with other members of the group to help enhance job opportunities and supply chain contracts for the broader industry. We have also helped connect members of our own supply chain network with other members of the JSC-TWG to foster partnerships and new opportunities for those in the industry and have participated in NYSERDA’s supply chain studies and analyses.

Empire Wind also has established an Offshore Wind Ecosystem Fund as a vehicle for providing support for local New York City organizations to develop career pathways in the offshore wind ecosystem through job education and training, support New Yorkers from historically marginalized communities by prioritizing environmental justice and access to workforce and business opportunities, and grow the green energy ecosystem in New York City by supporting and fostering innovation by local small, MWBEs, SDVOBs, and Disadvantaged Community businesses. Recipients of the fund were announced in October 2023. Awards range from \$125,000 to \$900,000 over a three-year period that commenced in December 2023. Details on the

organizations and programs awarded through the Ecosystem Fund, including training and education goals, are provided below.

- **City University of New York (“CUNY”)**: The CUNY’s Offshore Wind Advisory Network, comprised of Kingsbridge Community College, Laguardia Community College, New York City College of Technology, and the College of Staten Island, was awarded \$900,000 to implement the “Bridges to Offshore Wind Program.” This program is structured to provide New York City’s workforce with the information, knowledge, and skills necessary to begin careers in the offshore wind industry. An interactive seminar will be used to educate participants about the regional offshore wind industry, emphasizing maritime, electrical, construction, and supply chain sectors. Participants will explore various career pathways in offshore wind, understand educational requirements, and assess how their skills align with industry careers and needs. Participants also will learn about available training and degree programs at CUNY. The colleges will prioritize recruitment in environmental justice communities, collaborating with local community board organizations to reach underserved residents. Recruitment for the program will focus on engaging underrepresented, traditionally marginalized (e.g., black, indigenous, and other people of color), and disadvantaged and environmental justice communities. The Bridges to Offshore Wind program aims to enroll 560 students over the course of three years, with the goal of referring at least 280 of these students to offshore wind training programs.
- **UPROSE**: UPROSE was awarded [REDACTED] to support the establishment of the Just Transition Worker Resource Initiative, an initiative to connect the historically marginalized and low-income residents of Sunset Park to offshore wind and clean energy training and jobs by offering resources, education, training, and support through a network of partners. UPROSE will focus on engaging residents of marginalized neighborhoods, environmental justice areas, and people with other barriers to access training and employment opportunities in the offshore wind industry and will provide residents with personalized outreach opportunities, mentorship, and guidance on career pathways. The initiative aims to provide job readiness services for a minimum of 50 participants.
- **Jewish Community Center of Staten Island (“JCCSI”)**: Through a [REDACTED] award, JCCSI is establishing the “Creating Career Pathways in Offshore Wind” program targeting K–12 students and families, adults in the offshore wind workforce, and workers with transferrable skills to educate, train, raise career awareness, and develop career pathways in the offshore wind industry. The program aims to fill gaps in the offshore wind workforce, including providing new opportunities to workers that may be displaced by the clean energy transition. The program will also focus on serving those who have been historically marginalized or reside in environmental justice areas. The program will educate over 3,500 residents, including 2,500 young people, about wind energy careers over two years. The JCCSI also will collaborate with TMI Waterfront Services, a MWBE, SDVOB, and Disadvantaged Community Business, and New York’s first and only Global Wind Organization (“GWO”) accredited facility, which brings world-class training to New Yorkers, to provide foundational GWO training for 22 adults.

- **New York City District Council of Carpenters (“CTC”):** The CTC was awarded [REDACTED] to train skilled workers, especially from environmental justice communities, for union carpenter careers. The CTC will focus recruitment efforts on environmental justice communities, including low-income and underserved areas, by working with community-based social service organizations that have expertise working with these groups. The three-year initiative aims to produce 240 carpenter apprentices equipped for the emerging offshore wind industry jobs. Apprentices will receive 144 hours of training at the CTC and 1,400 hours of on-the-job training on worksites throughout the city. Training will include health and safety instruction, blueprint reading, drywall installation, concrete forms, house framing, welding, steam turbine generator installation, general carpentry, and specialty trades related to offshore wind that include millwrights, dock builders, and divers.
- **New York Academy of Sciences (“NYAS”):** The NYAS was awarded [REDACTED] to operate a clean energy city-wide challenge that will bring real-world, experiential learning directly to thousands of public-school students in grades 3–12 across environmental justice areas and communities in need of STEM learning support. The program will focus on engaging underserved children, environmental justice communities, New York City Department of Education and Department of Youth and Community Development schools, and afterschool sites. The challenge-based learning experience includes: mentor-led team building, problem solving, research, and applications of design thinking as well as final team presentations. The New York Academy of Sciences aims to have 50 teams with 4–6 students per team, engaging 200–300 students across the boroughs.
- **IBEW Local #3 Educational and Cultural Trust Fund:** The Ecosystem Fund awarded [REDACTED] to launch a program to prepare a diverse workforce for New York’s Offshore Wind Industry using virtual reality. The Joint Industry Board of the Electrical Industry (“JIBEI”), a joint-management cooperative organization among IBEW, Local Union No. 3, and the National Electrical Contractors Association (“NECA”) will launch a program in collaboration with Vinci VR, a leading provider of virtual reality (“VR”) training and industry education technology for offshore wind, to recruit, educate, and train a skilled and diverse workforce for New York’s Offshore Wind Industry. The program will utilize Vinci VR’s existing offshore wind training modules and simulations and create new customized training modules to align with the IBEW curriculum specific to electrical duties during the installation and maintenance of offshore wind turbines, which include cable splicing, component and system testing, and inspection. JIBEI aims to engage and provide training and job opportunities to K–12 students and adult career transitioners with a focus on New York City high school seniors, underserved communities, and women through its relationships with non-profits and New York City Career and Technical Education programs. JIBEI aims to train at least 225 workers and apprentices from historically marginalized communities in the three years of the program as well as help at least 10 MWBEs and/or SVDOBs receive work contracts related to offshore wind. IBEW will also provide VR training to at least 20 members from MWBE and SVDOB contractors each year.

- **City Growers:** The Ecosystem Fund award of [REDACTED] will allow City Growers and the Brooklyn Grange to create opportunities for youth, families, and members of Sunset Park to develop environmental literacy and discover the potential of the green and offshore wind workforces. The funding from the grant will support Family Farm Days and Sunday Open Houses that welcome the public to the Brooklyn Grange rooftop farm for free, expand outreach, provide free farm tours, youth and family activities, performances and artists, food, to host vendors, and offer translation support for American sign language, mandarin, and Spanish. Past open houses have engaged 800–1,350 community members, and this number is expected to grow with support from this grant. The funding will also expand the Green Ambassadors program, an after-school apprenticeship for Sunset Park High School students, into a full-year program that will engage students in peer-to-peer learning, training, and networking that builds paths to green job employment. The program will include wind power education along with training in green careers.
- **Southwest Brooklyn Industrial Development Corporation (“SBIDC”):** A [REDACTED] Ecosystem Fund grant will support Wind Connections, SBIDC, and the Business Outreach Center Network’s program to build capacity for local minority-owned, women-owned, and disadvantaged business enterprise (“MWDBE”) firms to understand the offshore wind industry in New York and get involved in business opportunities. The program will prioritize education, outreach, and technical assistance to help small businesses understand and participate in the offshore wind industry’s supply chain. The program will deliver unique educational programming including workshops, creative networking opportunities, and new digital communication channels accessible to small businesses. Over the three years, the program anticipates engaging 360 small businesses through workshops and 250 individuals through networking events.

Empire Wind has worked closely with NYCEDC to develop a Monitoring & Evaluation Reporting Plan to measure the impact and success of programs and initiatives funded by the Ecosystem Fund. Grantees will submit both quarterly and annual reports. Collecting this data will not only track progress towards the Ecosystem Fund’s goals, but also offer valuable insights and lessons learned that can be shared to further benefit workforce development and industry growth in the state.

Empire Wind has also committed to support the establishment and operation of an Offshore Wind Innovation Hub in Sunset Park. The Innovation Hub was developed in partnership with New York University’s (“NYU”) Urban Futures Lab, National Offshore Wind Research and Development Consortium, and the NYCEDC. The objective of the Hub is to accelerate start-ups and guide them into the wind industry through a curriculum managed by NYU, providing investor networking opportunities and industry mentorship from leading industry professionals. The Hub is located in Sunset Park’s Industry City and serves as a site for offshore wind programming and a center for the industry’s innovation ecosystem. The Hub has two programs:

- The Hub’s Accelerator program advances inclusive supply chain and business development and accelerates the green economy in New York. The program supports selected start-up companies over a six-month period to advance commercialization goals and support the development of their offshore wind innovations. Startups participate in a program specifically designed to help bridge the gap between technology development and commercialization. The first Accelerator cohort was selected in June 2023, and recruitment of the second cohort is currently ongoing.
- The Innovation Hub Community leverages the space of the Hub to build New York City’s community of offshore wind stakeholders. Hub Community members become part of the growing and empowering offshore wind ecosystem in New York and have access to co-working space, Hub specific social events, and expert seminars. Applications for membership are accepted year-round; 22 members have been accepted to date and include organizations such as Economic Development at Stony Brook University, McAllister Towing and Transportation Co, and Emerald Energy.

In 2022, Empire Wind and its affiliates provided [REDACTED] to NYCEDC to fund the Offshore Wind (“OSW”) NYC Waterfront Pathways Program, a capacity-building program for MWDBEs in the maritime and offshore wind industry. NYCEDC developed the program to counter disparities in public procurement by increasing opportunities for MWDBEs in the offshore wind and waterfront industries. Recruitment for the first cohort of program participants received [REDACTED] [REDACTED] of which 18 were selected. The first training cohort launched in March 2023 and concluded in June 2023.

Empire Wind is also in the process of establishing an Offshore Wind Learning Center in partnership with NYCEDC as part of its development of SBMT. The Learning Center will conduct offshore wind educational outreach to community stakeholders, including but not limited to K–12 students from New York City public schools, participants in offshore wind educational programming, and unaffiliated adults interested in entering the industry. It will serve as a central hub for educational outreach in New York City as well as informational videos and interactive exhibits about port activities at SBMT and offshore wind operations.

The Learning Center will be located in Industry City in Sunset Park and will be hosted and maintained by Empire Wind and its affiliates for at least 10 years. It will make information about the offshore wind industry and the SBMT wind port easily accessible and will provide free access to community meeting spaces within. It will directly support impacted New Yorkers from Disadvantaged Communities by prioritizing offshore wind education and access to workforce and business opportunities. The Learning Center Design Committee is led by the Empire Wind team and comprised of community stakeholders, including the Central Brooklyn EDC, New York City Public Schools, and NYCEDC. The Design Committee collaborates on design elements and educational aspects of the OSW Learning Center, focusing on community engagement, innovation, and environmental impact.

11.4.2 Planned Initiatives

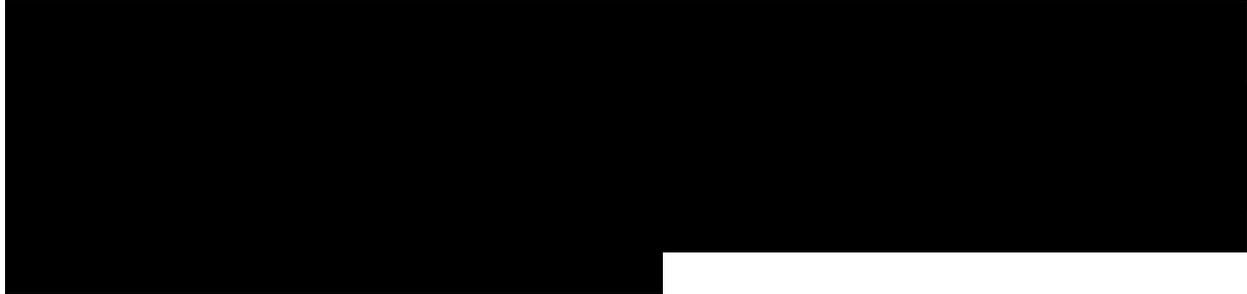
Building off of the Ecosystem Fund, which is currently focused on supporting organizations in New York City, Empire Wind plans to use the Regional Collaboration model described above for future partnership with community foundations, community organizations, and representatives of manufacturing interests, educational institutions, and labor organizations in the areas most affected by the Project's development. The purpose of this strategy is to leverage the expertise, resources, and experience of well-established organizations that have deep ties with the communities in which they work and a concrete understanding of the steps that are necessary to ensure that New York workers have the support and skills necessary to take advantage of the myriad opportunities that will flow from the significant investments that New York State and NYSERDA are making in the offshore wind industry, with a particular emphasis on providing opportunities for members of Disadvantaged Communities, MWBEs, and SDVOBs as well as labor unions. Based on the discussions that Empire Wind has had to date with potential partners, Empire Wind anticipates that the future partnerships that will be created if the Project is selected through the solicitation will support an array of job training and vocational programs, including apprenticeships, talent pipeline programs, technical training and support, workforce retention programs, and mentoring programs. If Empire Wind is selected through this solicitation, Empire Wind will commit to additional funding to be distributed through its Regional Collaboration framework, with the amount depending on the proposal selected by NYSERDA, as described in Empire Wind's economic benefit plans.

Empire Wind anticipates working with these organizations to identify the programs and initiatives that are likely to have the greatest impact given the specific needs of the communities that they serve. Given this alignment with stakeholder-driven workforce development programs, fully developed partnerships and investments will be finalized once Empire Wind has been selected through this solicitation process. Empire Wind will also align these activities with statewide priorities through continued membership and involvement in the Jobs and Supply Chain Technical Work Group and Environmental Justice Technical Working Group.

The Regional Collaboration framework will ensure that the collaboration and funding made available as a result of Empire Wind's selection through this solicitation process will support a broad array of groups and communities. Notably, the vast majority of the organizations that Empire Wind anticipates supporting through this effort serve members of Disadvantaged Communities and historically underrepresented communities. Additionally, by employing a multi-region strategy, Empire Wind's proposed funding framework will ensure that the funding made available as a result of this solicitation is not concentrated within any particular community or region within the state.

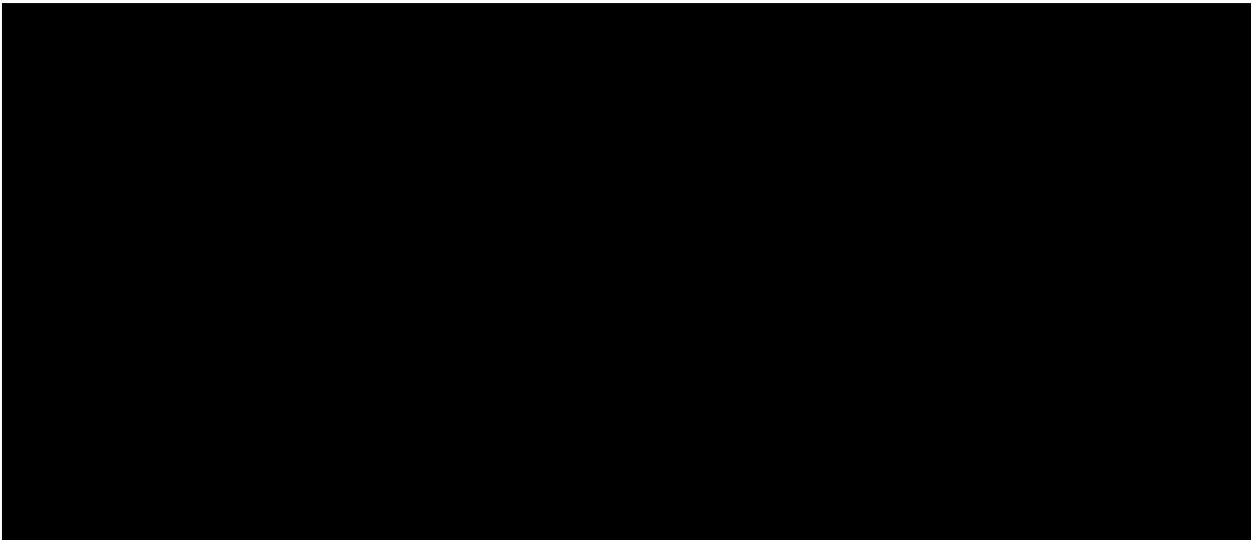
As a central component of its Regional Collaboration strategy, Empire Wind and its affiliates have met with more than [REDACTED]

[REDACTED]



Each of these community foundations is an expert at ensuring that community benefit funding is distributed with integrity and streamlined efficiency. These organizations also have significant experience with designing and administering requests for proposals, including crafting eligibility criteria in a manner that encourages applications from a wide array of diverse organizations with demonstrated strengths in job recruitment and training that is sensitive to diversity, equity, and inclusion considerations. These community foundations will play a key role in working with Empire Wind and its affiliates to guide engagement with organizations and key contacts in Tier 2 and 3 and lead development of criteria that will be used to monitor the distribution of funding and measure the results of funded initiatives as well as coordinating ongoing monitoring and engagement with those organizations receiving funding, including full accounting of the use of funding, itemization of all funds spent, activities undertaken, stakeholders' involvement, project barriers encountered, progress relative to milestones and main objectives, and actual outcomes relative to planned outcome.

To ensure that the community foundations have the best information about the goals of this effort, each of these community foundations will work and consult with trusted NGOs in the renewable energy and workforce development sectors in their regions. For example:



Other community foundations and NGOs will continue to be evaluated as appropriate.

Within each region, each community foundation and the relevant NGO will be responsible for engaging in dialogue with community organizations to discuss potential projects, partnership opportunities, and to problem-solve for any gaps, overlaps, or other issues so that the organizations can work collaboratively within their markets, not in “silos” but rather in coordination with other organizations seeking to advance career awareness and workforce development in their regions.

In the New York City region, Empire Wind anticipates

- | [REDACTED]

In the Long Island area, Empire Wind anticipates that

- | [REDACTED]



In the Capital Region, Empire Wind anticipates [REDACTED]

- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]

11.5 Just Transition

A just workforce transition is a key a part of putting New York State on a path to the Climate Act goal of zero-emissions electricity by 2040. Proposers are required to collaborate in ensuring a just workforce transition to offshore wind and clean energy economy jobs. The Plan should describe how the Proposer is considering providing support for the transition of New York’s communities, local unions, and workers impacted by reduced use of fossil fuel electricity generation or repurposing of fossil fuel infrastructure. The Plan should detail how workers are transitioned from known, New York State, fossil fuel infrastructure or other displaced workers into the clean energy

economy or other adjacent fields through workforce training and innovative recruitment methods. The just transition of workers affected by Fossil Repurposing Proposals must be specifically addressed in the Plan, if applicable.

Furthermore, Proposers are encouraged to explore ways of providing new private investments to foster job growth in areas impacted by the closure of fossil fuel, coal energy plants, and nuclear energy plants.

Proposers are encouraged to explore creating advisory boards comprised of community members, workers, and unions representing those workers, to evaluate any transition programs proposed which will help ensure a just transition.

Proposers may wish to consult with materials presented and produced by the Just Transition Working Group of New York's Climate Action Council, including as pertains to workforce development, power plant site reuse, and the Climate Jobs Study (materials available on climate.ny.gov). Particular attention should be paid to Section 7 of the [Draft Scoping Plan](#).

Just Transition is an increasingly important priority for governments, communities, and the private sector as the energy transition unfolds. The concept of a “Just Transition” has been developed by trade unions and can refer to an equitable transition for workers in any sector. In the context of the Paris Agreement, it refers to a just transition to a low-carbon economy. There is no single universally accepted definition of this term, but the emphasis is on achieving the energy transition in a fair and just way that does not place disproportionate burdens on some groups, and that supports long-term social, economic, environmental, and human rights benefits for workforces and communities. As recognized by the New York State Climate Action Council, “[a] just transition is one that builds connections, creates opportunity, and ensures a good quality of life for New Yorkers from all different walks of life.”⁵ Empire Wind fully supports the objective of supporting a “fair and equitable movement from fossil fuel-based economies toward the achievement of the carbon neutral future envisioned by the Climate Act.”⁶

As noted above, Empire Wind has provided financial support for jobs and workforce development through the Offshore Wind Ecosystem Fund. This funding has been directed to an array of organizations that are acutely focused on promoting a just transition through education and training of workers currently employed in connection with thermal generation resources to prepare them for positions in the clean energy economy. For example, Empire Wind’s grant to UPROSE as part of the Ecosystem Fund is supporting the establishment of their Just Transition Worker Resource Initiative (“JTWRI”) to connect the historically marginalized and low-income residents of Sunset Park to training and employment opportunities in offshore wind and other industries of the emerging clean energy economy. Empire Wind is also supporting the New York

⁵ New York State Climate Action Council Draft Scoping Plan at 41 (Dec. 30, 2021), available at: <https://climate.ny.gov/-/media/project/climate/files/Draft-Scoping-Plan.pdf>.

⁶ Draft Scoping Plan at 41.

City District Council of Carpenters Apprenticeship, Journeyman Retraining, Educational and Industry Fund with a [REDACTED] grant that will enable the recruitment and enrollment of [REDACTED]

Additionally, the Regional Collaboration strategy, described above, has been designed in a manner consistent with the just transition principle identified by the Climate Action Council. Among other things, this stakeholder-driven approach will:

- Engage a diverse range of stakeholders through inclusive engagement that supports a transition to a decarbonized economy, including New York’s workforce and Disadvantaged Communities;
- Encourage collaborative, community-based long-term planning and capacity building;
- Preserve and respect local cultures and traditions;
- Provide training opportunities and wrap-around support across generations, genders, and communities, including young adults and experienced workers looking to acquire the skills necessary to thrive in a decarbonized economy;
- Connect workers to new employment opportunities;
- Support redevelopment of deindustrialized communities and regions of the state;
- Support the development of a low-carbon supply chain; and
- Support investment in sustainable infrastructure.

The Regional Collaboration strategy is also ideally structured for coordination with programs New York has established to advance Just Transition efforts in New York, including the Office of Just Energy Transition and NYSERDA’s Clean Energy Hubs and Just Transition programs.

- **New York Office of Just Energy Transition.** Empire Wind will coordinate with the New York Office of Just Energy Transition. The Office of Just Energy Transition connects workers to opportunities for quality jobs, upskilling, and training. It focuses on serving those who are traditionally underrepresented, especially within Disadvantaged Communities. The office develops and delivers training and income support programs for workers impacted by the transition from fossil fuel generation. It also provides technical assistance and economic development support for businesses and communities to retool for new clean energy activities, products, and services. The office aims to ensure high-quality job creation and economic development efforts are maximized. Empire Wind’s strategy can support the new Office by funding proposals that focus on these three areas.
- **NYSERDA Clean Energy Hubs program.** NYSERDA has established 12 Regional Clean Energy Hubs across New York State to promote clean energy awareness, education, and participation in the state’s clean energy transition. Each hub is a team of trusted, knowledgeable, community-based organizations in and from the region of the state. They have experience with clean energy, energy efficiency, workforce and economic development, education, health, and housing. Hubs help and provide information to individuals, small businesses, and affordable housing owners about the benefits of the

clean energy economy, ways to reduce energy use and costs, and how to make more informed energy decisions. The hubs serve as centers of outreach and education for residents, including job placement support, particularly those in underserved or Disadvantaged Communities. Clean Energy Hubs have been established in the Capital Region, which services Albany and surrounding counties, Long Island, and a Hub has been established to serve Brooklyn and the Bronx. Empire Wind will coordinate with the Clean Energy Hubs' designated outreach organizations in those regions most affected by the Project through the Regional Collaboration model.

- **NYSERDA Just Transition program.** The Just Transition Site Reuse Planning Program is a program designed to provide communities with planning services to inform future decision-making at the local level to help mitigate any negative impacts of pending or future fossil fuel power plant closures. The program is intended to advance New York State's goal of moving to a clean energy economy by assisting communities transitioning away from conventional energy infrastructure they have hosted over the past several decades, including fossil-fuel power plants. Under the program, NYSERDA provides site reuse planning and technical support services to individual municipalities that are navigating power plant retirement and site reuse opportunities. Site reuse planning is provided with no cost share required by the applicant. The scope of services to be provided by NYSERDA and its contractors in developing site reuse planning studies is still being discussed. The program is part of New York State's Climate Leadership and Community Protection Act ("Climate Act"), which requires the state to transition to 100% zero emission electricity by 2040.

Empire Wind and its affiliates will also continue to support the proposal to create a state Worker Support and Community Assurance Fund, as outlined in section 7 of the Draft Scoping Plan for the New York State Climate Action Plan, prepared by the Just Transition Working Group.

11.6 Jobs Commitments

The Plan should provide detail on an estimated total number of workers needed per occupation title listed on the [NYSERDA Offshore Wind Workforce page](#). Proposers should, to the best extent possible, list the 117 unique offshore wind occupation titles as using these titles helps standardize the review of Project workforce needs. The estimates will not be contractually binding, but rather offer a target for workforce and job expectations for the Project as of the Proposal Submission Deadline.

The Plan should connect the estimated workforce estimates above with the Incremental Economic Benefits claims as detailed in Appendix B.1 that are contractually binding as Expected Labor Dollars, which are an important part of the evaluation of 20 points for New York Economic Benefits as described in Section 3.3 of the RFP. Section B.1.A of Appendix B.1 describes the types of Incremental Economic Benefits that may be claimed. Section B.1.B describes the format of the Incremental Economic Benefits claim documentation that is required to be included in the Economic Benefits Plan.

The Plan will connect and detail commitments to the Incremental Economic Benefits claimed as Disadvantaged Community Commitments, such that it clear that expenditures associated with the construction, operation, and maintenance of the Project will indeed benefit Disadvantaged Communities.

[REDACTED]

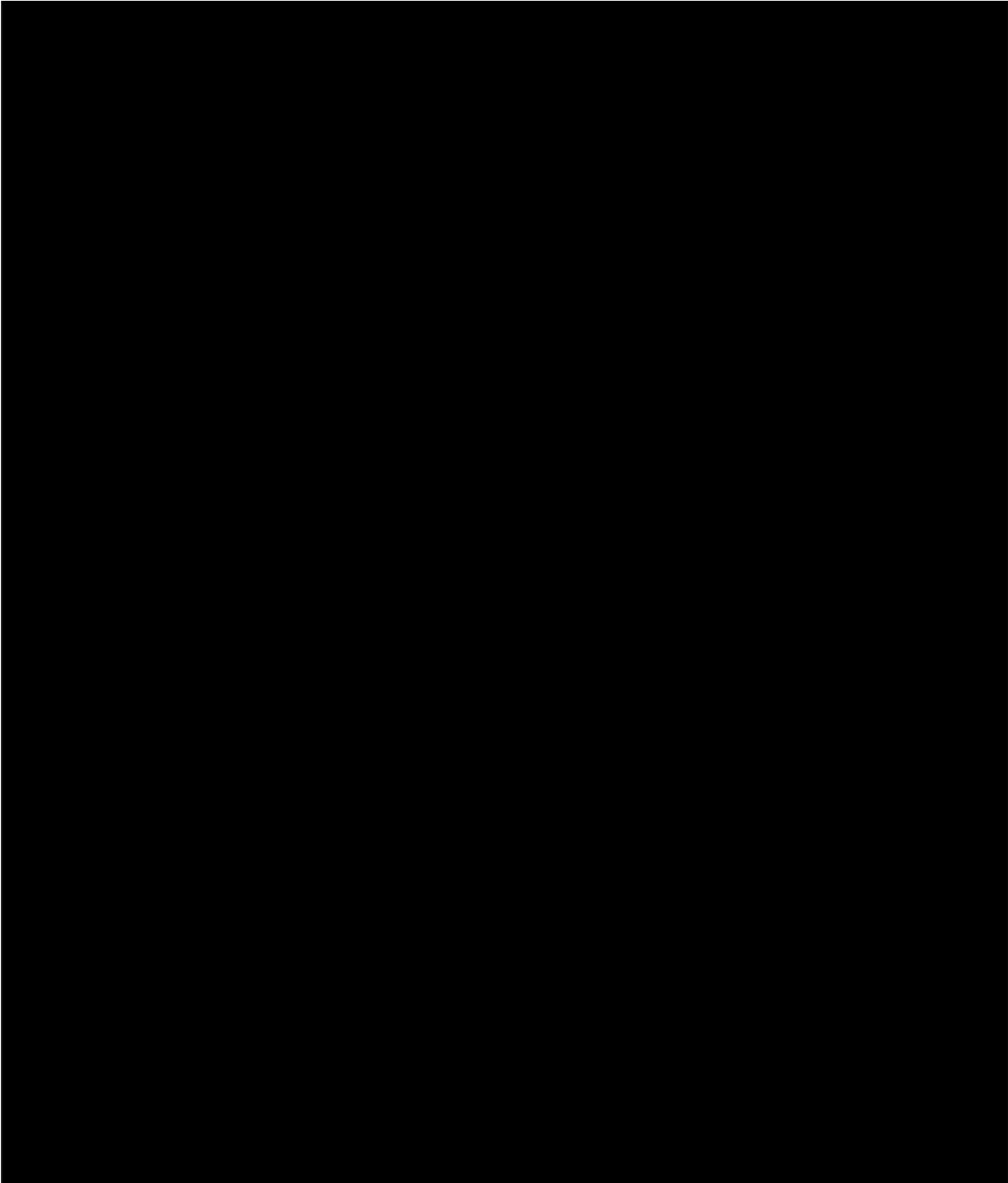
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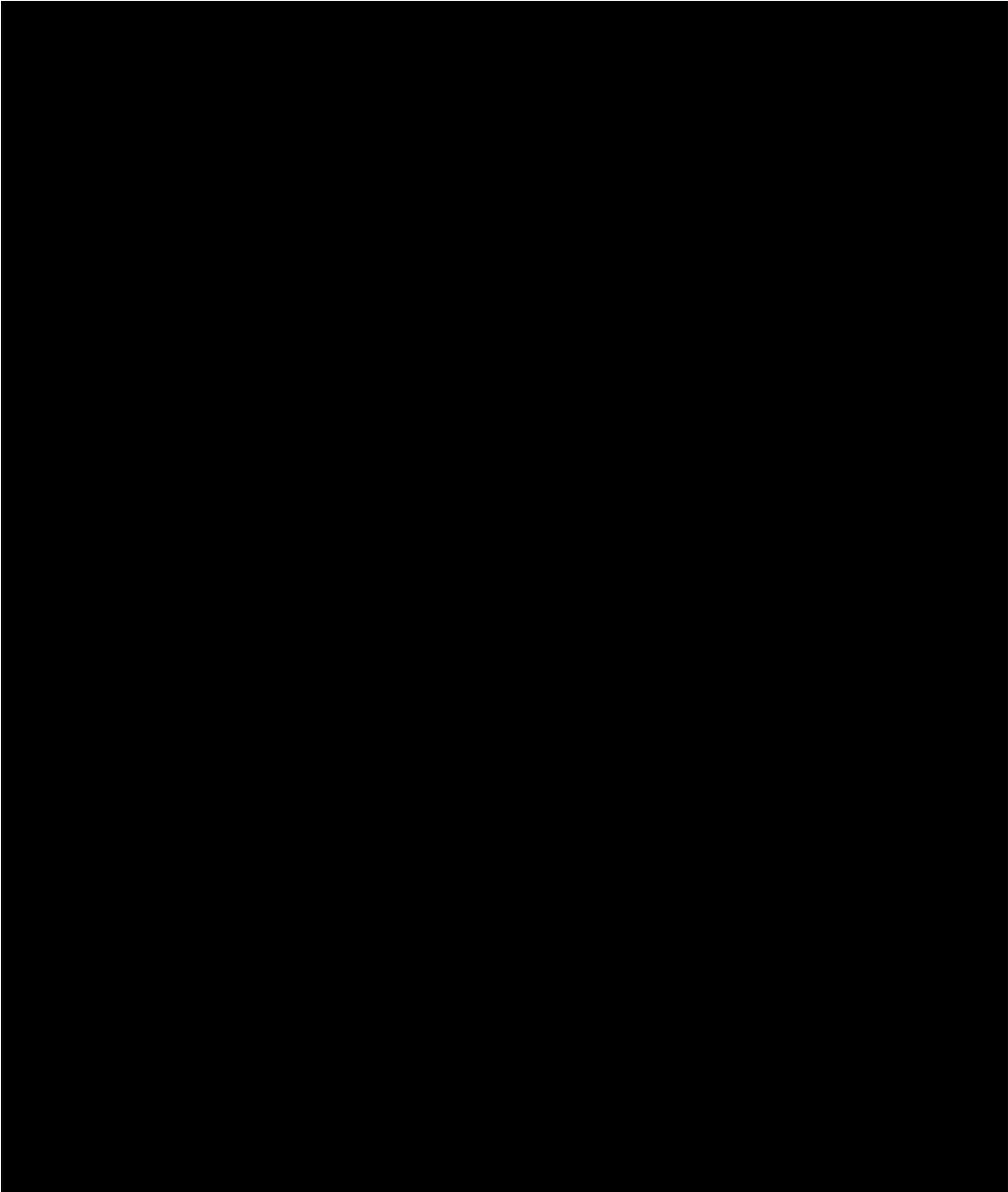
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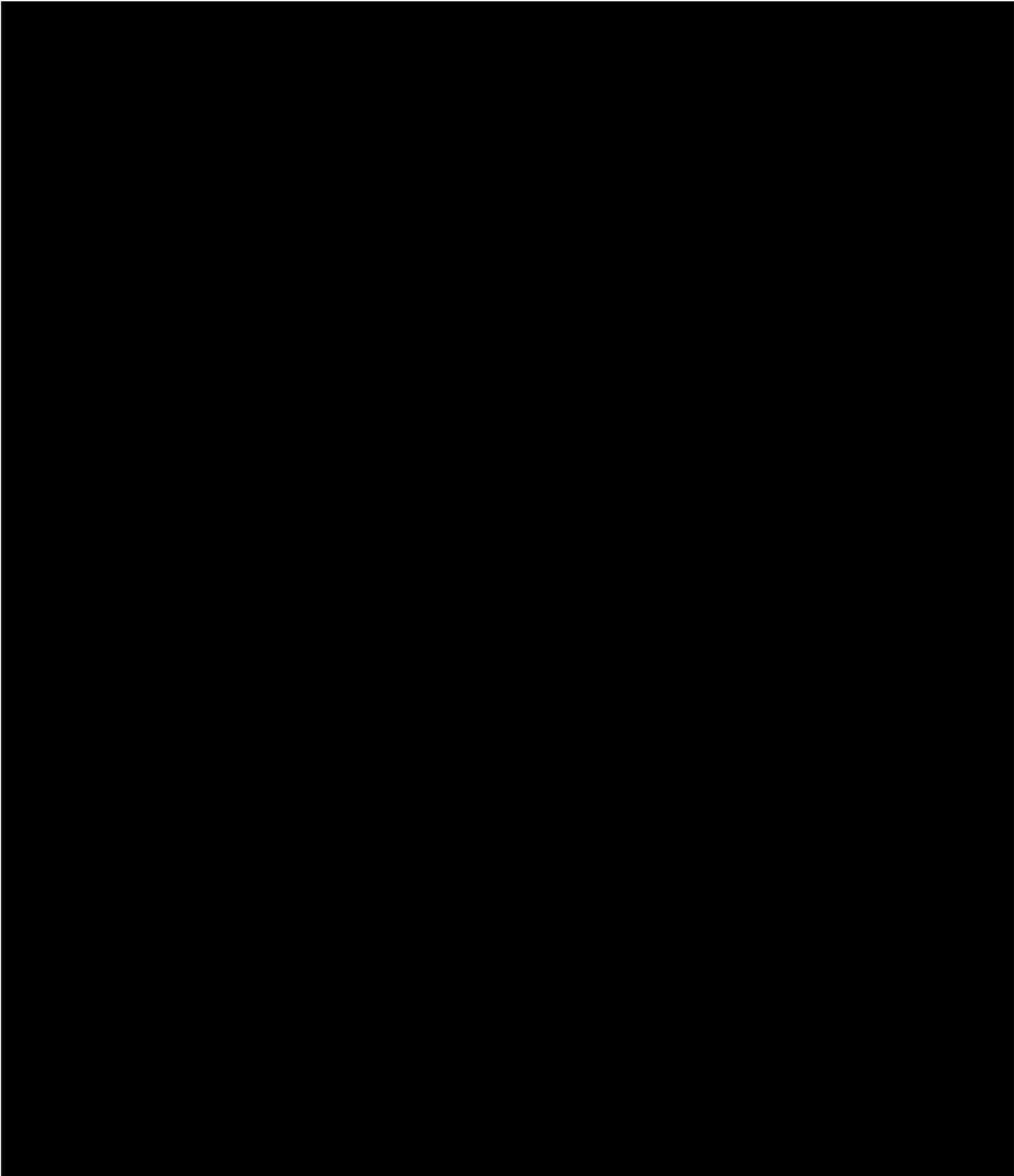
- [REDACTED]
- [REDACTED]

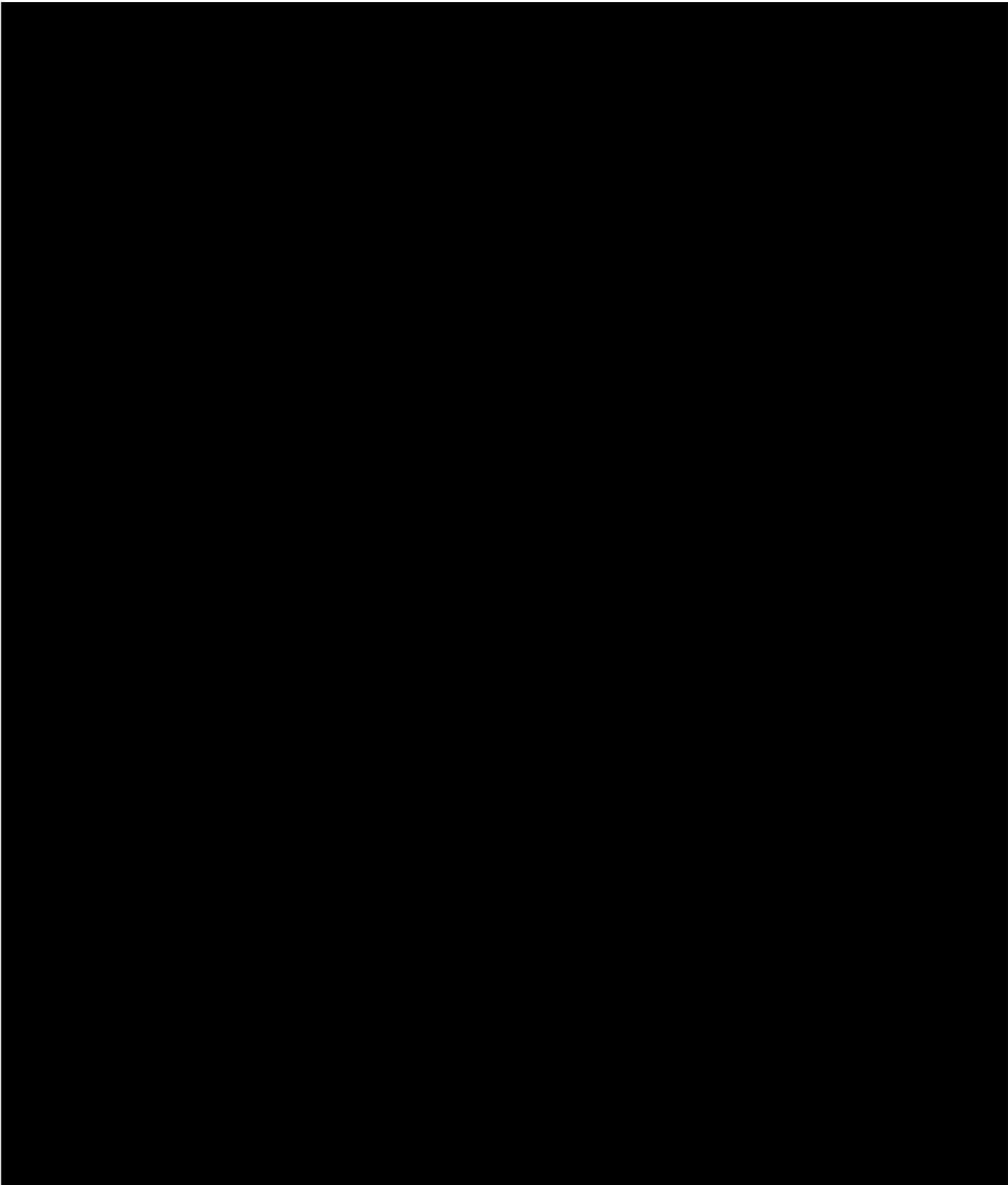
[REDACTED]

[REDACTED]











Section 11

New York Jobs and Workforce Plan

Attachment 11.A

Jobs Analysis

REDACTED

