

# Table of Contents

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**ATTACHMENT 4.11 ..... 1**  
**NEW YORK JOBS AND WORKFORCE PLAN ..... 1**

- 1.1 New York Jobs and Workforce Plan Summary ..... 1**
- 1.2 Labor Engagement ..... 2**
  - 1.2.1 Labor Liaison ..... 2
  - 1.2.2 Communication Methods ..... 4
  - 1.2.3 Partnerships ..... 5
  - 1.2.4 Project Labor Agreements ..... 5
- 1.3 Project Labor Agreements ..... 10**
  - 1.3.1 PLA Benefits ..... 10
  - 1.3.2 Job Creation Metrics ..... 11
- 1.4 Industry-wide Training and Education ..... 13**
  - 1.4.1 Workforce Development Framework ..... 13
  - ..... 21
- 1.5 Just Transition ..... 22**
  - 1.5.1 New York’s Fossil Fuel Landscape ..... 22
  - 1.5.2 Opportunities ..... 23
  - ..... 24
- 1.6 Jobs Commitments ..... 24**

## List of Tables

Table 1 Vineyard Offshore Project-specific Job Creation ORECRFP22-1 Metrics ..... 12  
 ..... 24

## List of Figures

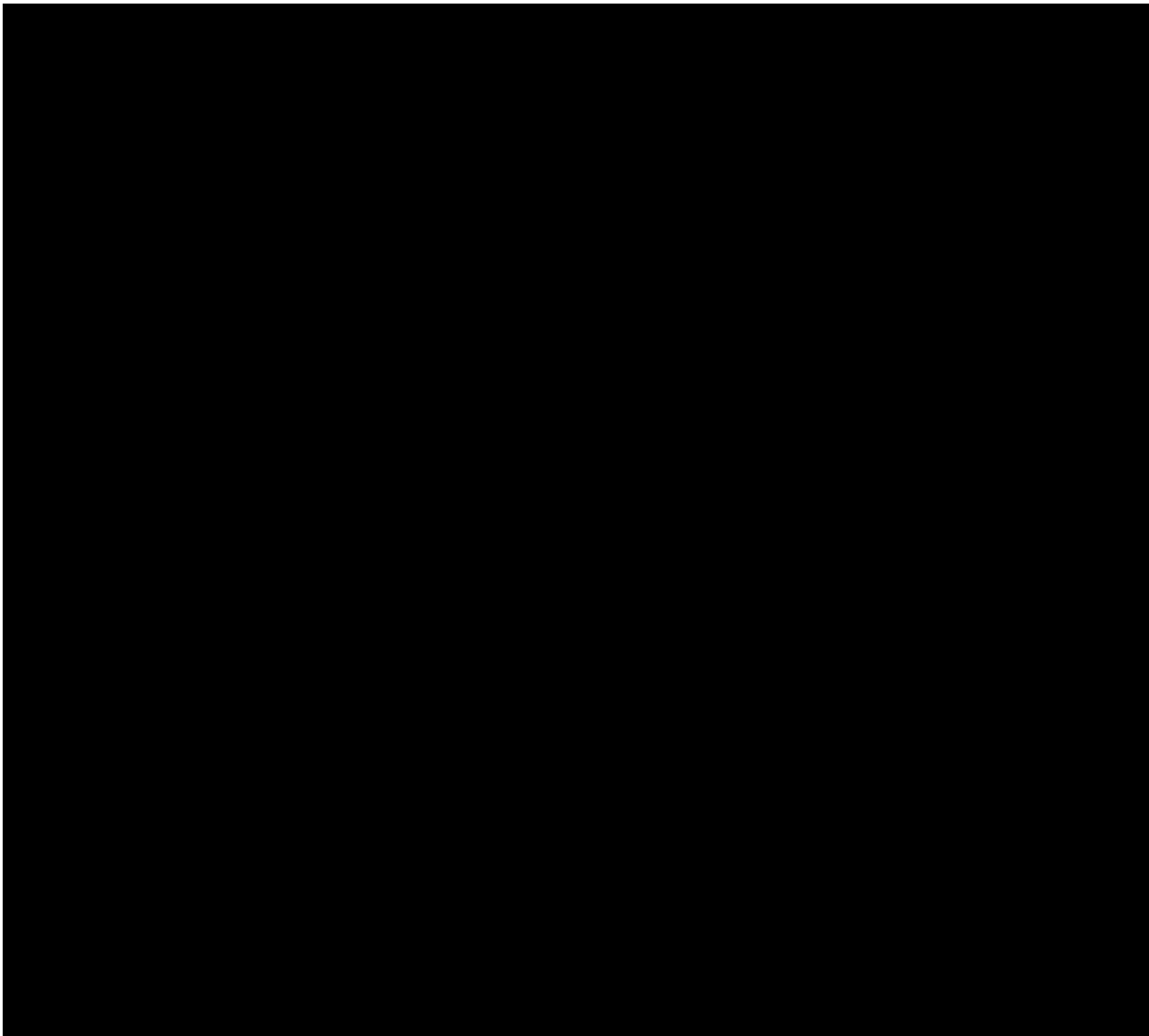
Figure 1 Vineyard Offshore’s Labor Liaison ..... 2  
 Figure 2 Vineyard Wind 1 Project Labor Agreement Signing ..... 6  
 ..... 20

**ATTACHMENT 4.11**  
NEW YORK JOBS AND WORKFORCE PLAN

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**1.1 New York Jobs and Workforce Plan Summary**

This New York Jobs and Workforce Plan (the “NYJWP”) details Vineyard Offshore’s community-led approach to workforce development, in support of a just transition centered on racial justice and equity, for the Projects (defined herein as Excelsior Wind, Liberty Wind North, and Liberty Wind South and their associated transmission systems; see Section 4 of the Proposal Narrative). Disadvantaged Communities (DACs) must be at the forefront of efforts to maximize the economic development, job creation, and environmental benefits of offshore wind. As part of this, we believe that prioritizing community-defined needs is essential to ensuring an equitable and inclusive approach to workforce development.



Offshore wind development has the potential to address decades of economic and environmental burdens in the energy sector that are disproportionately concentrated in low-income communities and communities of color. We plan to maximize the opportunities presented by the Projects to do just that. We look forward to working with stakeholders to realize the vision of a just and equitable energy future for all New Yorkers.

## 1.2 LABOR ENGAGEMENT


### 1.2.1 Labor Liaison

Vineyard Offshore’s labor engagement efforts are led by Jennifer Cullen who serves as Senior Manager of Labor Relations & Workforce Development and is supported by members of bid development and outreach teams. Jennifer led the PLA negotiations on behalf of Vineyard Wind and is overseeing PLA implementation on the Vineyard Wind 1 project. She is currently acting as the Labor Liaison for Vineyard Offshore in New York; [REDACTED]

[REDACTED] A brief biography for Jennifer is provided in Figure 1 and her resume is included in Attachment 3-6 of the Proposal Narrative.

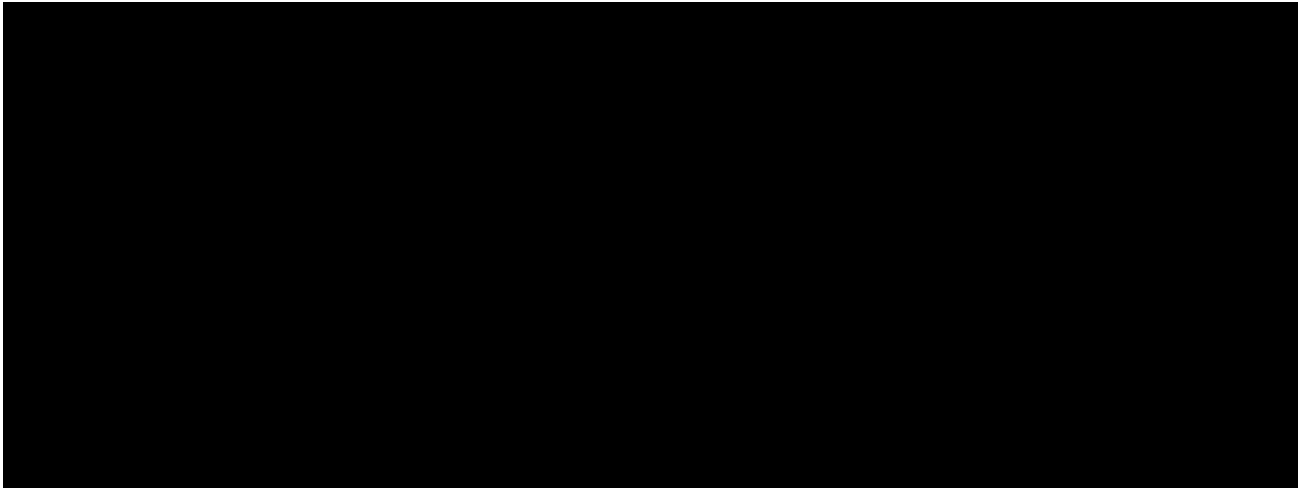
**Figure 1 Vineyard Offshore’s Labor Liaison**

**Labor Liaison**



**Jennifer Cullen**  
**Senior Manager of Labor Relations & Workforce Development**

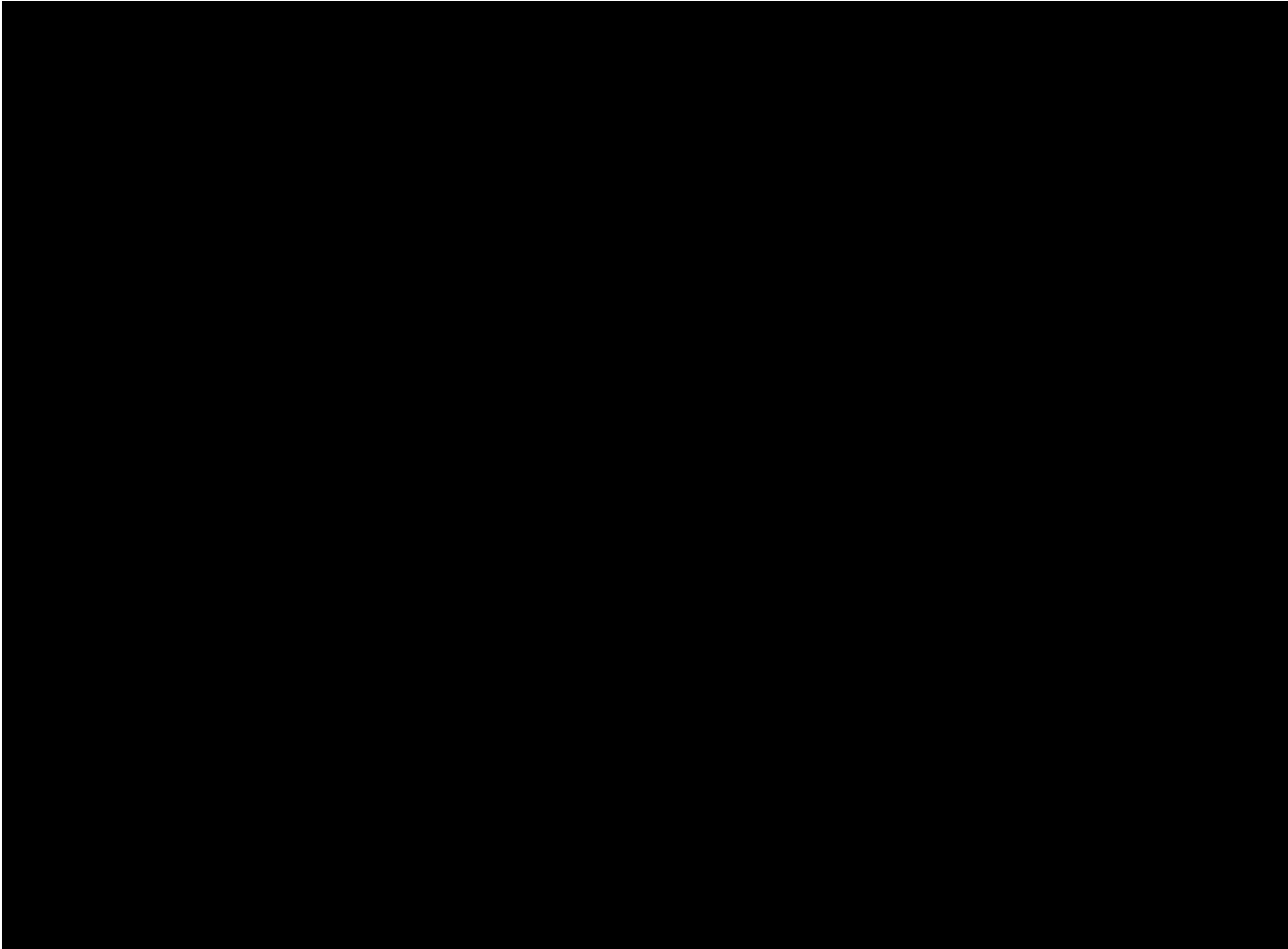
Jennifer works to implement Vineyard Offshore's offshore wind workforce development programs to ensure a locally trained, diverse, and qualified workforce and domestic supply chain for offshore wind, a role she also fulfills for the Vineyard Wind 1 project. She also led efforts to negotiate the first offshore wind Project Labor Agreement for the Vineyard Wind 1 project and is currently overseeing its implementation. Previously, Jennifer spent over 10 years in the non-profit sector, advocating for policies to promote clean energy and clean water in communities throughout the US. She has extensive experience working to build support for offshore wind in the community. Jennifer holds a master's degree in Communications from Boston University and a dual bachelor's degree in Political Science and French from the University of Vermont.

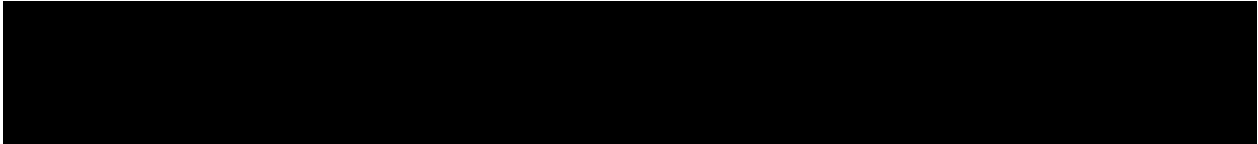


[REDACTED] As part of this commitment, Vineyard Wind has hosted and participated in a series of workforce events and career fairs to inform residents about job opportunities on the Vineyard Wind 1 project. Recent efforts include workforce hiring events in New Bedford and Martha's Vineyard.

Our most recent hiring event was held in New Bedford on January 12, 2023. [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

New Bedford Mayor Jon Mitchell spoke at the event and Vineyard Wind was presented with an official resolution from the New Bedford City Council thanking the company, on behalf of the entire citizenry of New Bedford, for its efforts to hire locally. Jobs that were on offer at the event included: electricians, welders, pipe fitters, mechanics, fabricators, carpenters, painters, laborers, technicians, marine life observers, Geographic Information System analysts, environmental compliance and permitting, deckhands, mates, captains, safety managers, foremen/forewomen, equipment operators, and project managers.



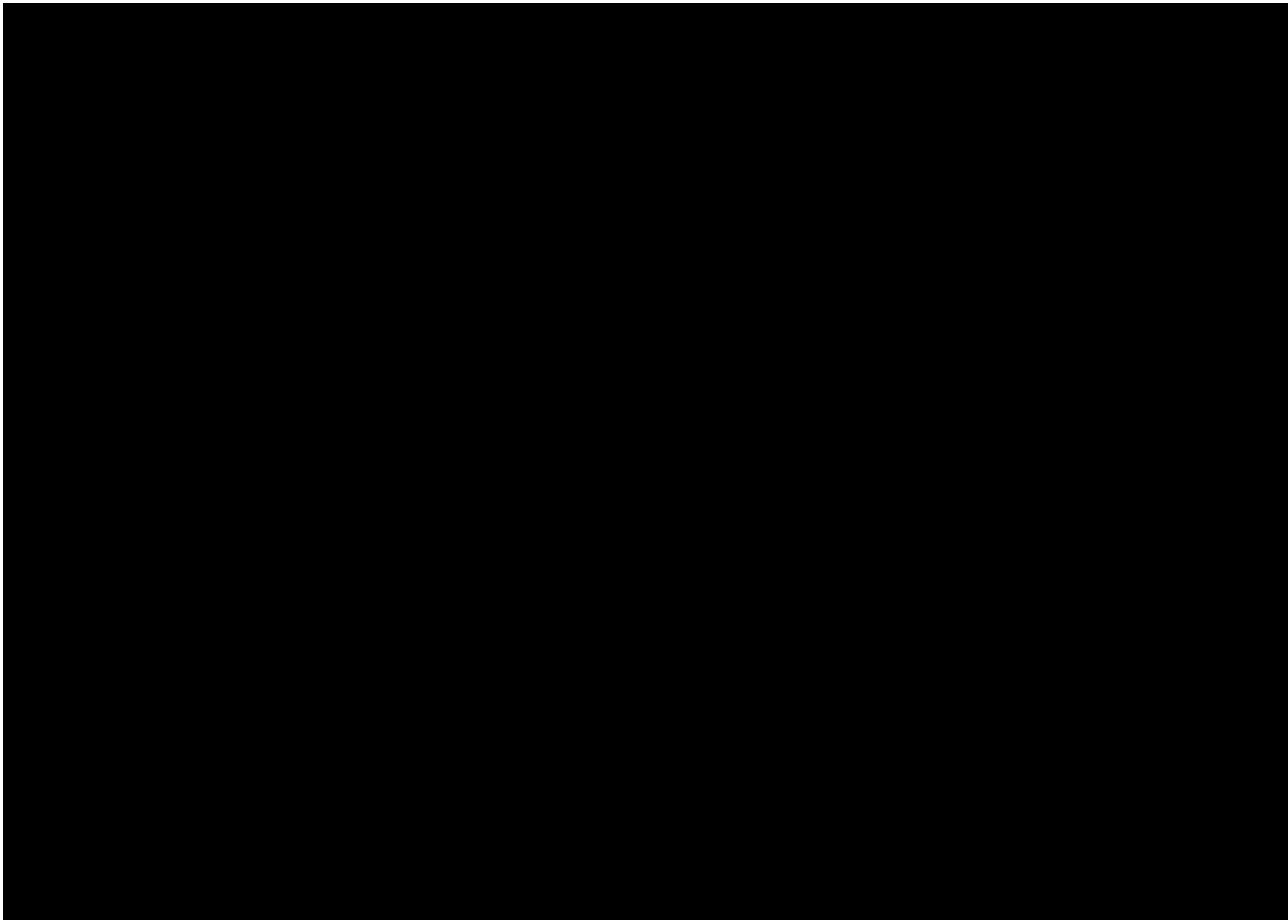


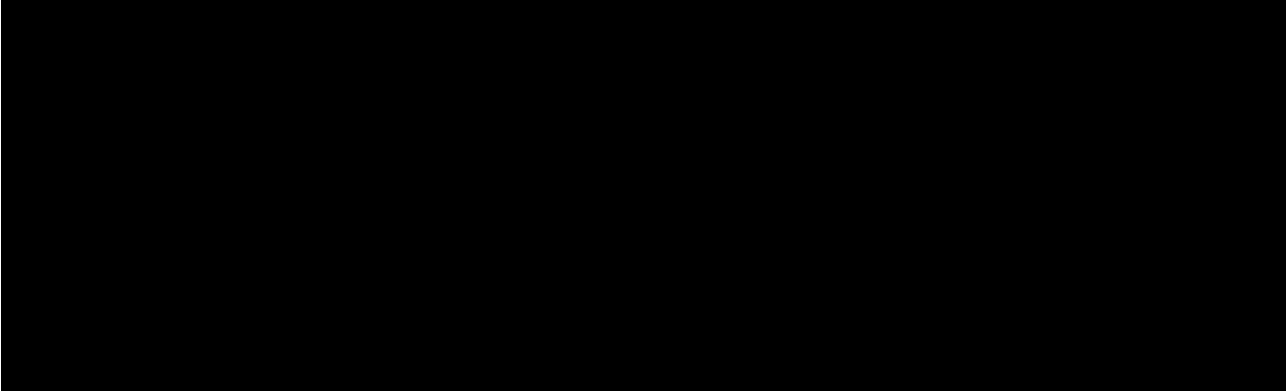
Additional information about workforce development efforts on the Vineyard Wind 1 project is provided in Attachment 1.

**1.2.2 Communication Methods**

Our New York labor union and workforce engagement has been ongoing for several years - first as Vineyard Wind and now as Vineyard Offshore. We are therefore familiar with many of the stakeholders that would be engaged in PLA negotiations, pre-apprenticeship programs, workforce training, and related efforts.

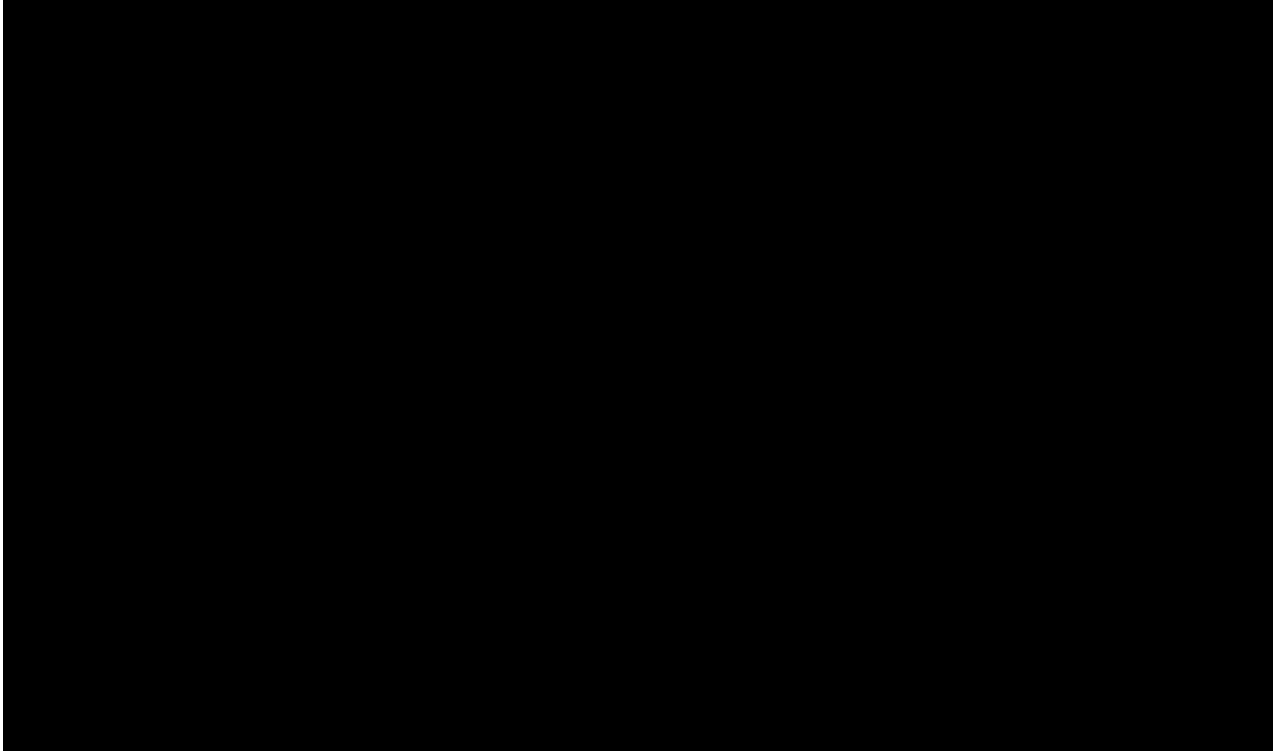
As part of any awarded project, Vineyard Offshore will establish and maintain consistent communication with labor unions, workforce training suppliers, and other relevant stakeholders. As noted in Section 16 of the Proposal Narrative, we employ an array of methods to disseminate information and engage stakeholders, and we continually evaluate and adapt our approach to ensure the effectiveness of our efforts. Our communication and engagement approach for labor union stakeholders in relation to PLA and LPA is detailed in Section 1.2.4 below. Additional communication and engagement methods are provided in Section 16 of the Proposal Narrative.





Our communication and engagement efforts will also leverage the critical experience gained negotiating and implementing the Vineyard Wind 1 PLA. Based on that experience and our existing relationships with union and workforce stakeholders in New York, we are confident in our ability to identify and work with the labor union and workforce training stakeholders relevant to the Projects.

**1.2.3 Partnerships**



**1.2.4 Project Labor Agreements**

Vineyard Offshore, through the experience gained on Vineyard Wind 1, fully understands the complexities associated with integrating union labor into an offshore wind project as well as the challenges and opportunities associated with further diversifying union labor. We will leverage that experience in New York to continue our precedent-setting efforts to deliver increased opportunities for union labor while also building an equitable and inclusive offshore wind workforce.

### 1.2.4.1 *PLA Experience*

Vineyard Wind is the only offshore wind developer to successfully execute a PLA for the construction of an offshore wind project. Jennifer Cullen, along with key members of the Vineyard Offshore team, spent more than three years negotiating with the Southeastern Massachusetts Building Trades Council to finalize the industry's first offshore wind PLA. The PLA was signed at a public ceremony on July 16, 2021 (see Figure 2 and Attachment 3).

**Figure 2 Vineyard Wind 1 Project Labor Agreement Signing**



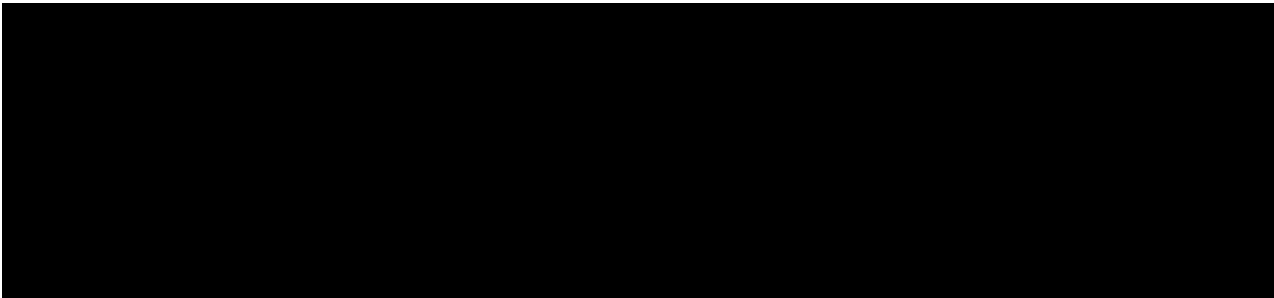
Note: Vineyard Wind 1 PLA signing event attendees, including Congressman Bill Keating, Mayor John Mitchell, Senate President Karen Spilka, Senator Mark Montigny, Representative Jeffrey Roy, Massachusetts Building Trades Council President Frank Callahan, Senator Marc Pacheco, Secretary Kathleen Theoharides, United States (US) Senator Ed Markey, White House National Climate Advisor Gina McCarthy, and General Electric Offshore Chief Executive Officer (CEO) John Lavelle, applaud as Southeastern Massachusetts Building Trades Council President David Araujo and Vineyard Wind CEO Lars Pedersen sign the first US offshore wind PLA.

Approximately 500 union jobs are committed under the PLA and incorporate both onshore and offshore construction of the project, providing opportunities for the local union workforce to participate in new and specialized aspects of offshore wind construction. The PLA also establishes a committee between Vineyard Wind, the Unions, and the Turbine Supplier to recruit and train union workers specifically on offshore wind turbine generator (WTG) installation. Vineyard Wind and the Turbine Supplier have each provided \$500,000 to support the establishment of a training program.

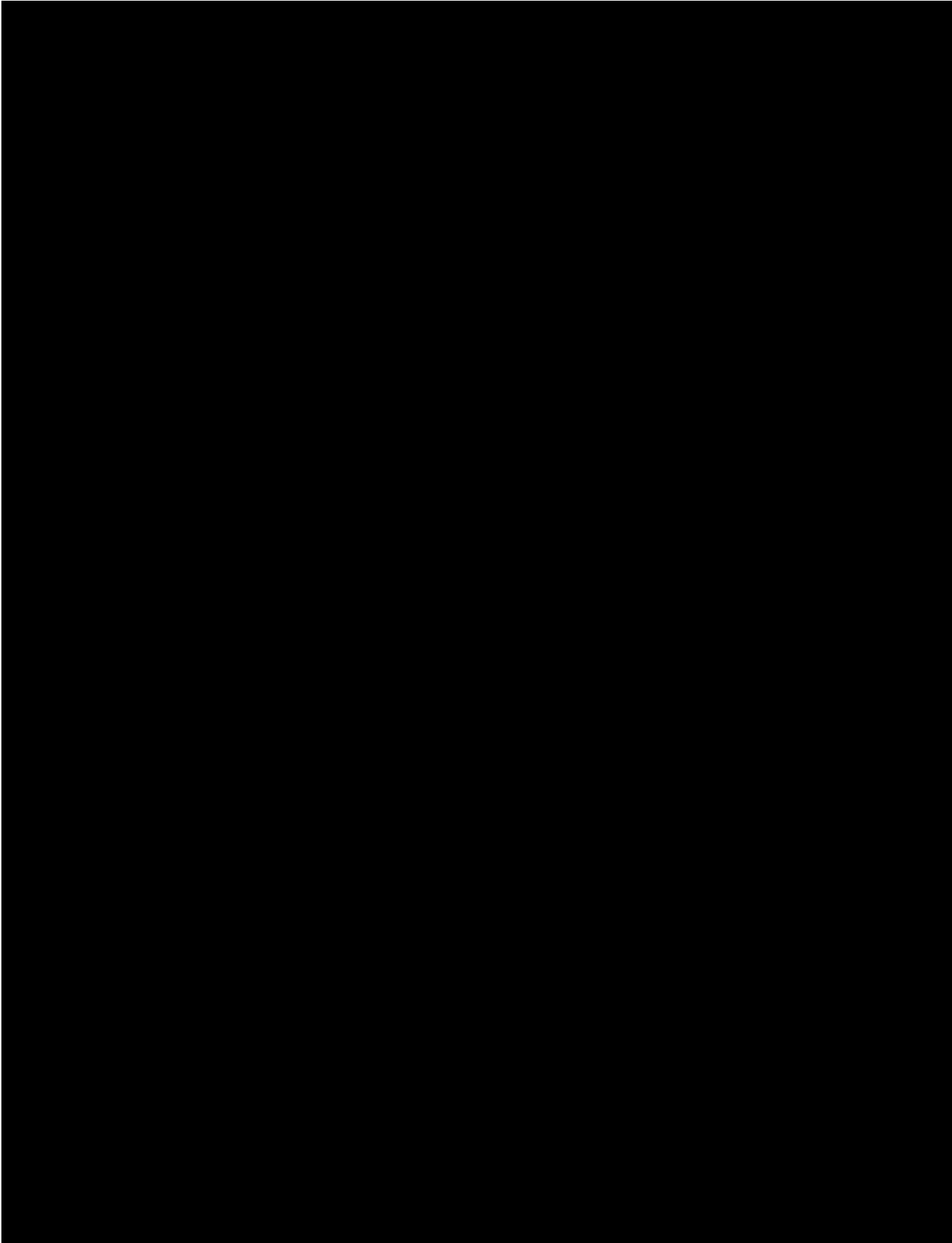
The PLA includes several important provisions to increase the diversity of the offshore wind workforce:

- **Job Training and Employment:** The parties, including Contractors<sup>2</sup> and Unions, will exert their best faith efforts to: (1) train and employ Southcoast residents, Mashpee and Aquinnah Wampanoag tribe members, Black, Indigenous, and people of color (BIPOC), and women; and (2) facilitate the utilization of Minority and Women-owned Business Enterprises (MWBES) for contracts on the project. In support of this effort, Vineyard Wind is providing up to \$500,000 to Building Pathways and similar programs to help recruit, train, and employ local, BIPOC, and women apprentices for work in offshore wind.
- **Diversity Training:** Diversity training will be required before anyone can begin working on the job site. Prospective employees will be paid for all time spent in diversity training and successful completion of that training will be a condition of obtaining employment on the project. Refresher and new diversity courses may be offered to employees, as needed.
- **Diversity Equity and Inclusion Targets:** The PLA includes hiring goals for women, BIPOC, and local resident employees for onshore work: 51% of the workforce should be residents of Bristol, Plymouth, Barnstable, and Duke Counties; 20% of the workforce should be BIPOC; and 10% of the workforce should be women. Vineyard Wind is requiring Contractors to submit plans for advancing the goals of 10% women and 20% BIPOC workers on the project.
- **Anti-discrimination Policy:** Contractors and Unions agree that they will not discriminate against any employee or applicant for employment on any unlawful basis, including, but not limited to race, color, age, religion, sex, sexual preference, national origin, veteran status, or disability in any manner prohibited by law or regulation.
- **Access and Opportunity Committee:** To implement and monitor progress on the workforce hiring goals, training, and anti-discrimination policies, Vineyard Wind, Contractors, and Unions have formed an Access and Opportunity Committee. This committee will serve as the central forum for representatives of all interested or affected parties to exchange information. Among other things, the committee is assessing the obstacles that prevent or limit the inclusion of BIPOC and women in construction opportunities and making recommendations for additional programmatic efforts to overcome some of those obstacles.

#### 1.2.4.2 *PLA Negotiation Approach*

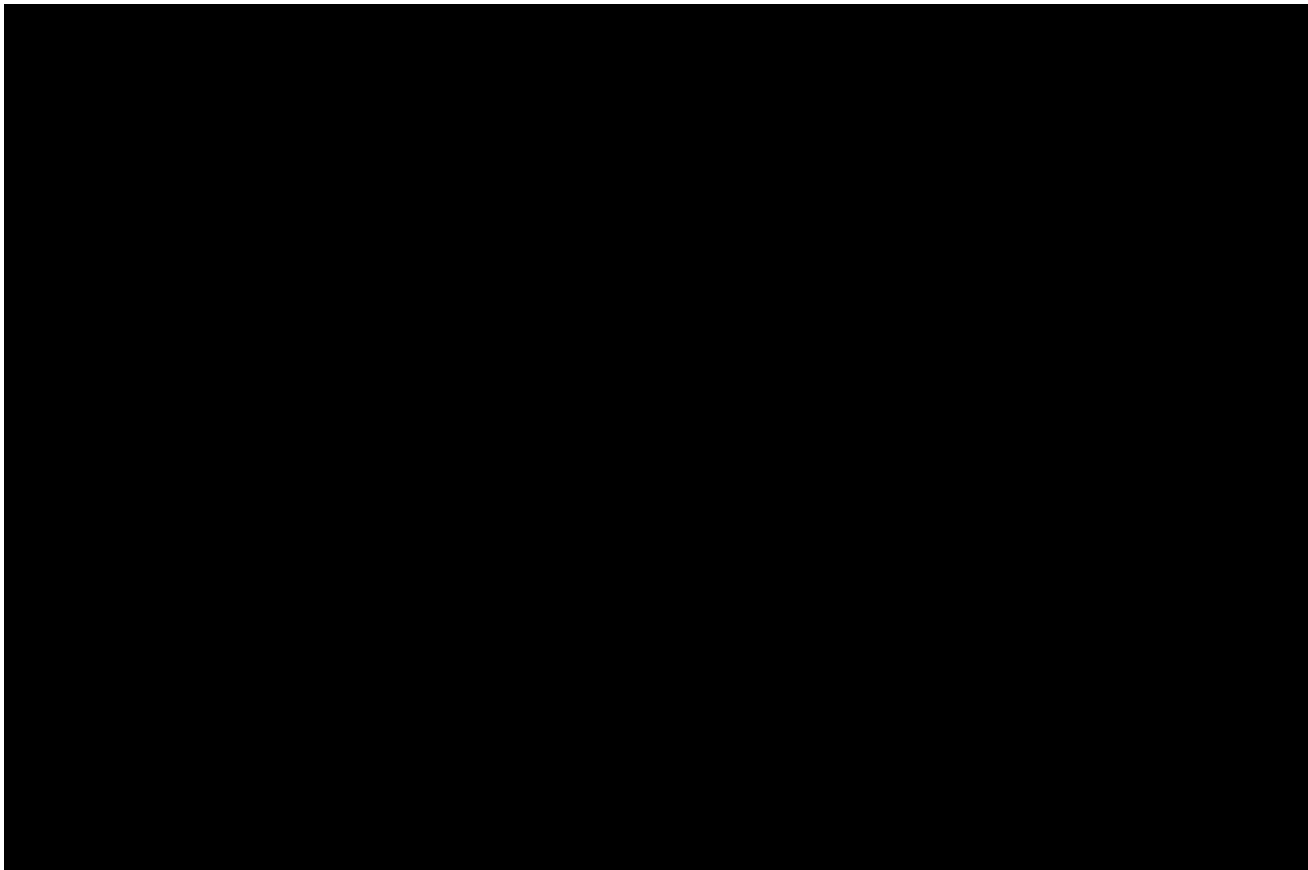






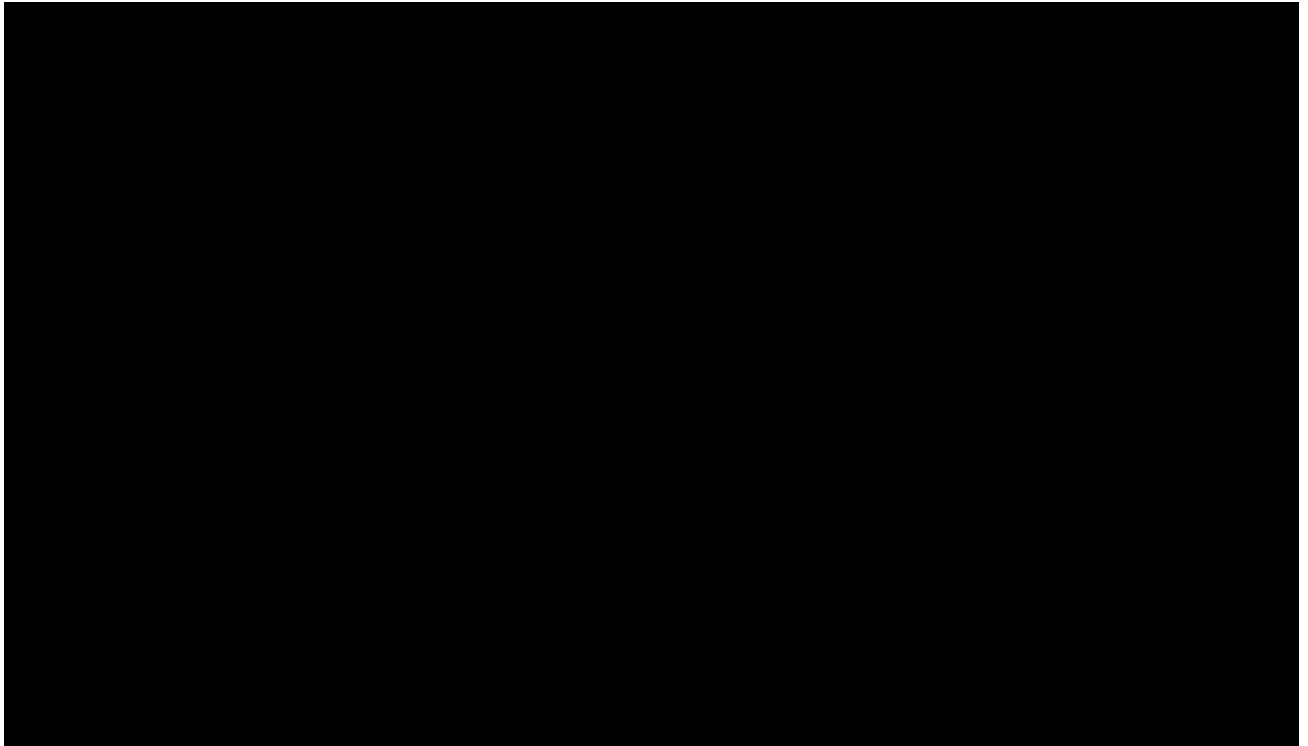
1.2.4.3 *LPA Negotiation Approach*

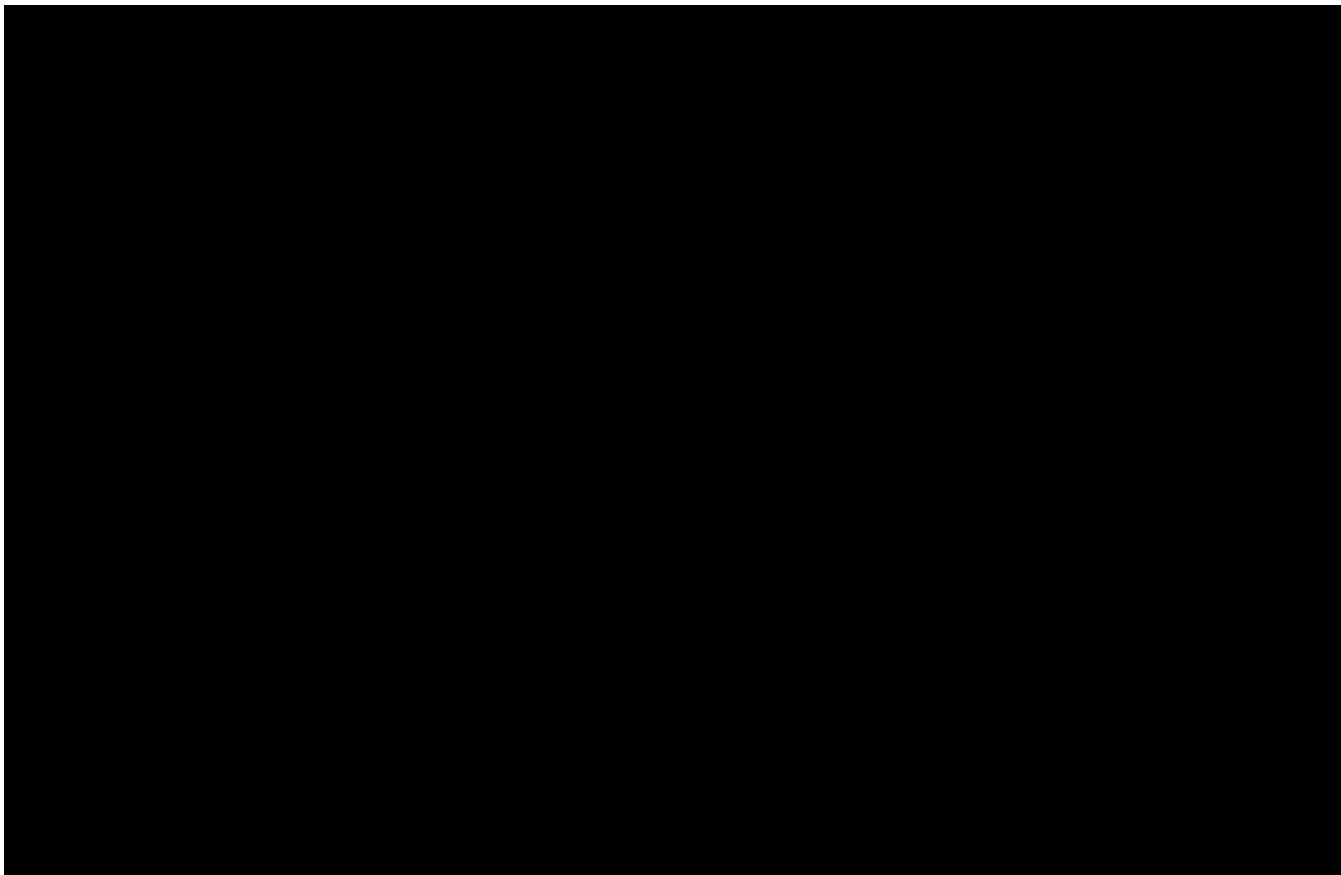
1.2.4.4 *ORECRFP22-1 Requirements and Commitments*



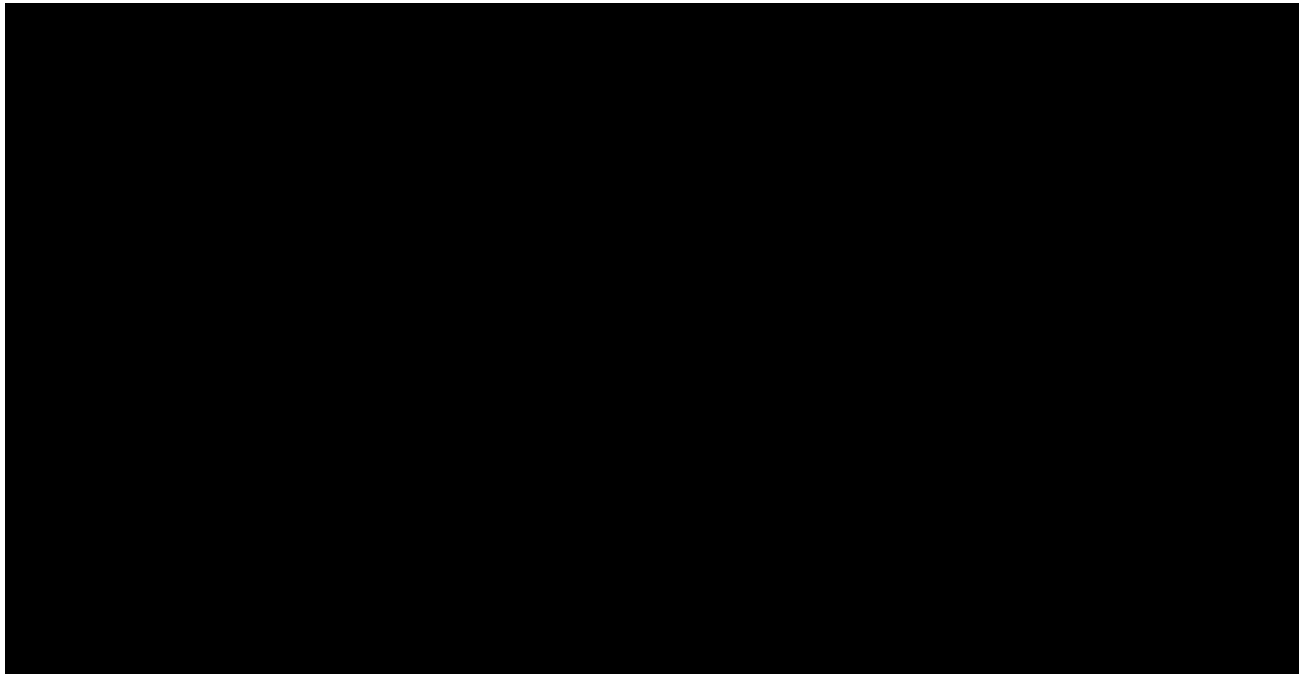
**1.3 PROJECT LABOR AGREEMENTS**

**1.3.1 PLA Benefits**





**1.3.2 Job Creation Metrics**



**Table 1 Vineyard Offshore Project-specific Job Creation ORECRFP22-1 Metrics**

Job Creation Metric	Number of Positions per Project
<b>Vineyard Offshore Project-specific Development, Manufacturing, Construction, and Operations</b>	
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
<b>Supply Chain Investment Plan-related Job Creation - Category 2 Development and Construction</b>	
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
<b>Supply Chain Investment Plan-related Job Creation - Category 4 Long-Term Operational Jobs</b>	
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

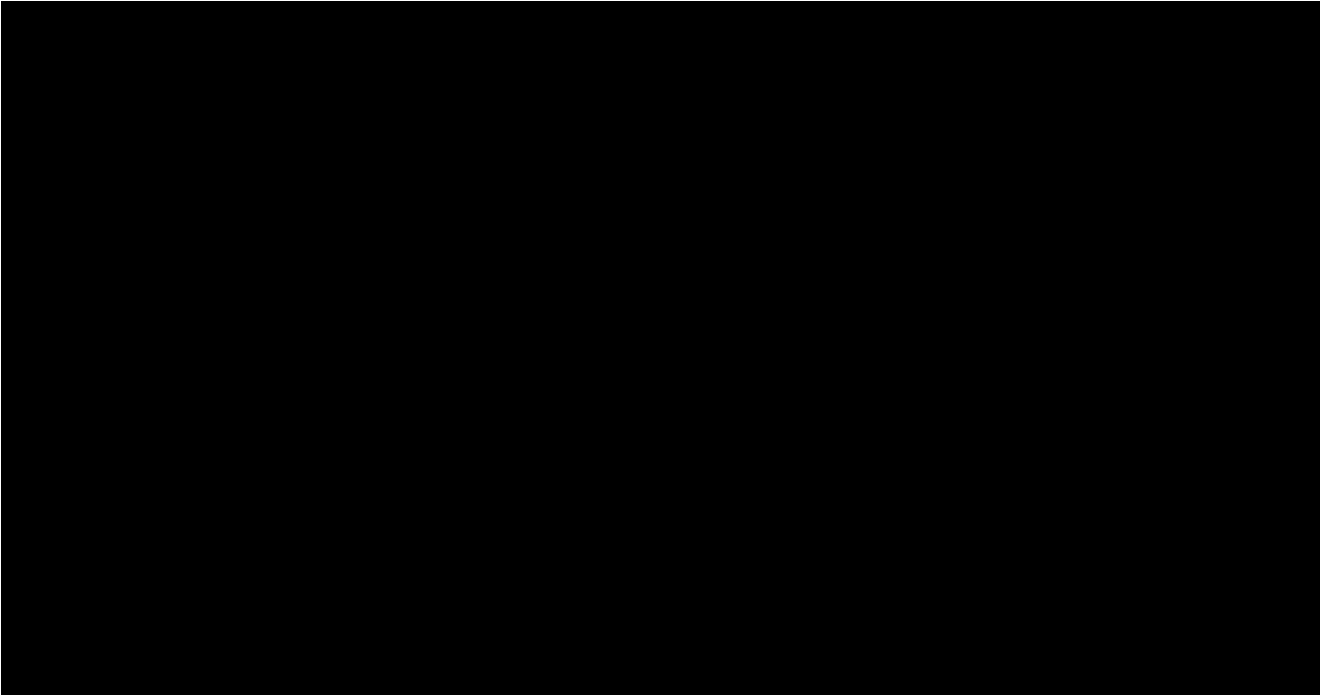
## 1.4 INDUSTRY-WIDE TRAINING AND EDUCATION

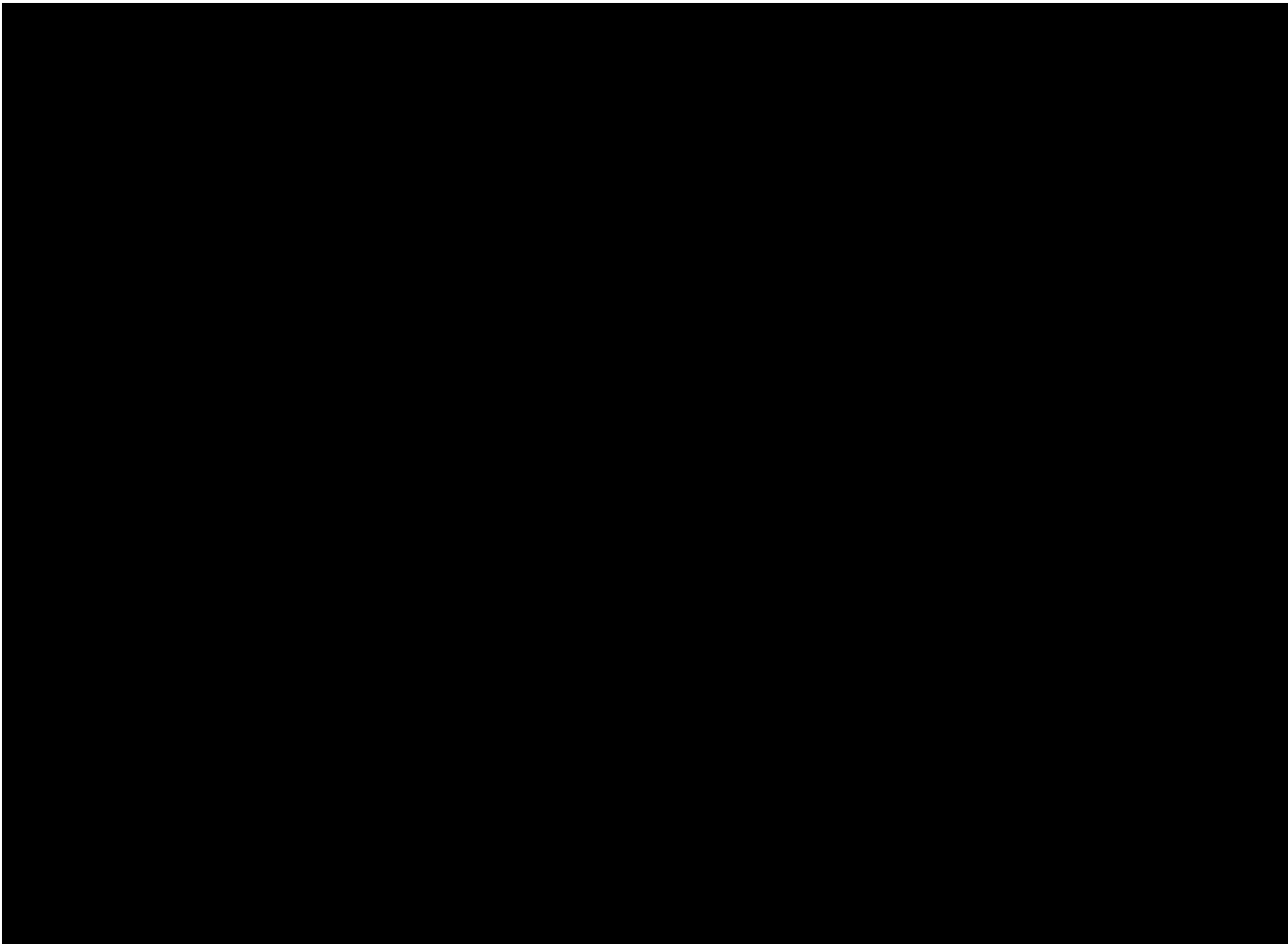
New York is leading the emerging offshore wind industry in developing training opportunities for the future of its workforce. NYSERDA, educational and workforce institutions, labor unions, and incumbent developers have made significant initial investments to develop offshore wind training programs and facilities. [REDACTED]

Vineyard Offshore identified a number of opportunities to create partnerships with academic institutions and training facilities to establish new facilities and training capabilities, expand existing academic programs and institutional offerings, and support local community outreach and the provision of wraparound services to increase their reach to DAC residents. We also identified substantial gaps in education and training programs that must be addressed to meet the demand for growth and realize a just transition. [REDACTED]

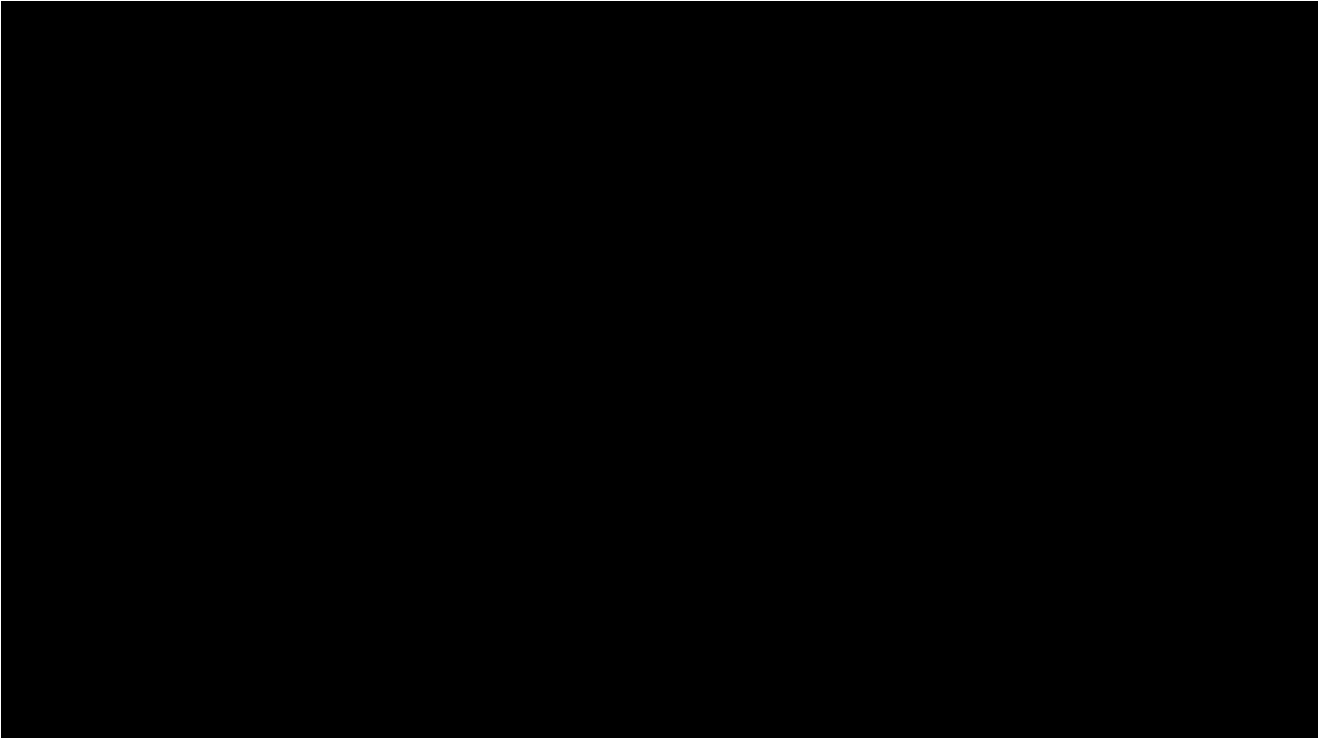
### 1.4.1 Workforce Development Framework

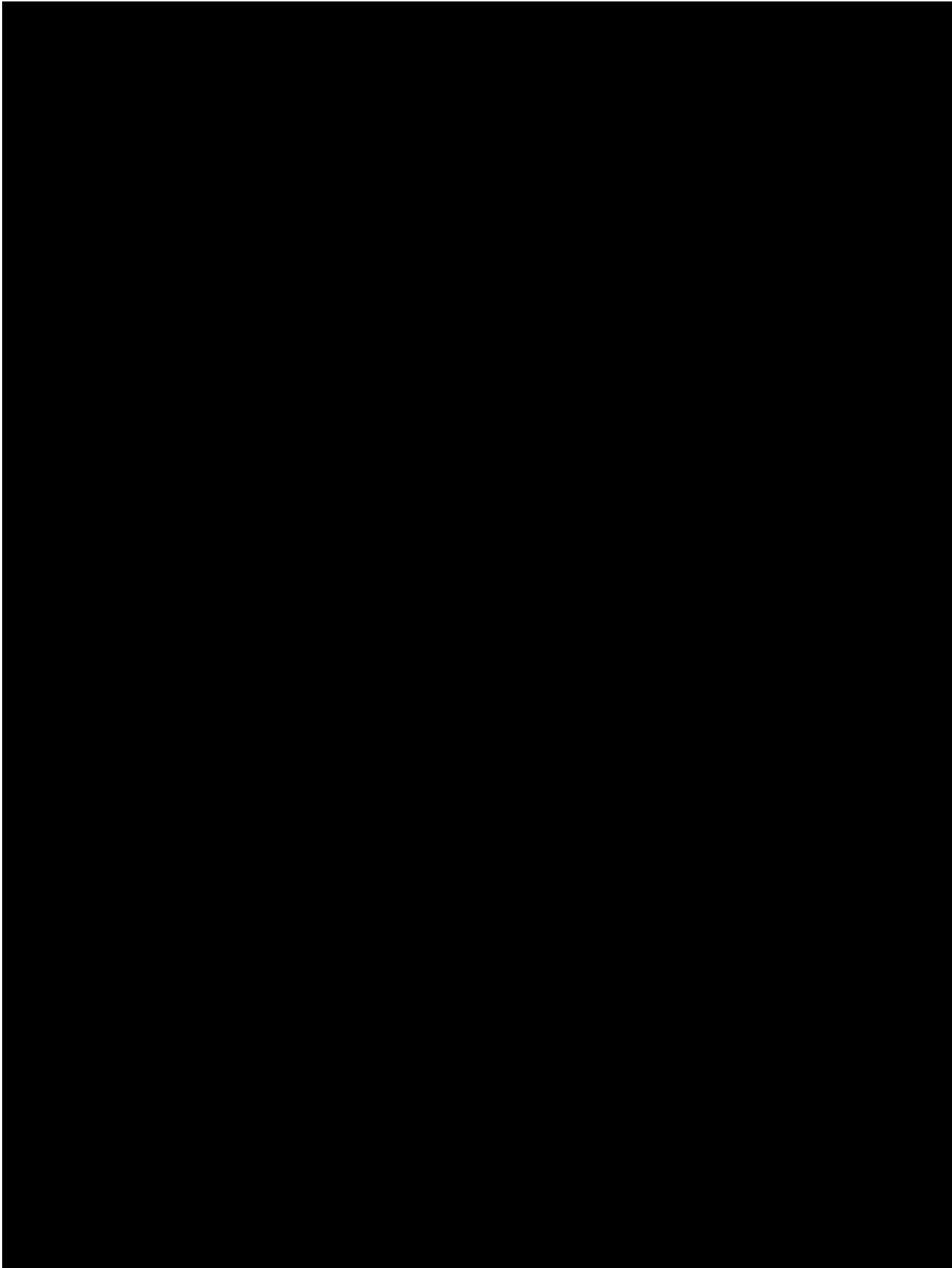
Vineyard Offshore is committed to developing offshore wind projects that create meaningful and long-lasting economic opportunities for all New Yorkers. To do so, we will build upon the existing ecosystem of training programs, funding, and other opportunities - established by NYSERDA, academic and training institutions, labor unions, and incumbent developers. We will also ensure that DACs are at the forefront of our efforts and prioritize programs and initiatives that drive the transition to an equitable clean energy economy.



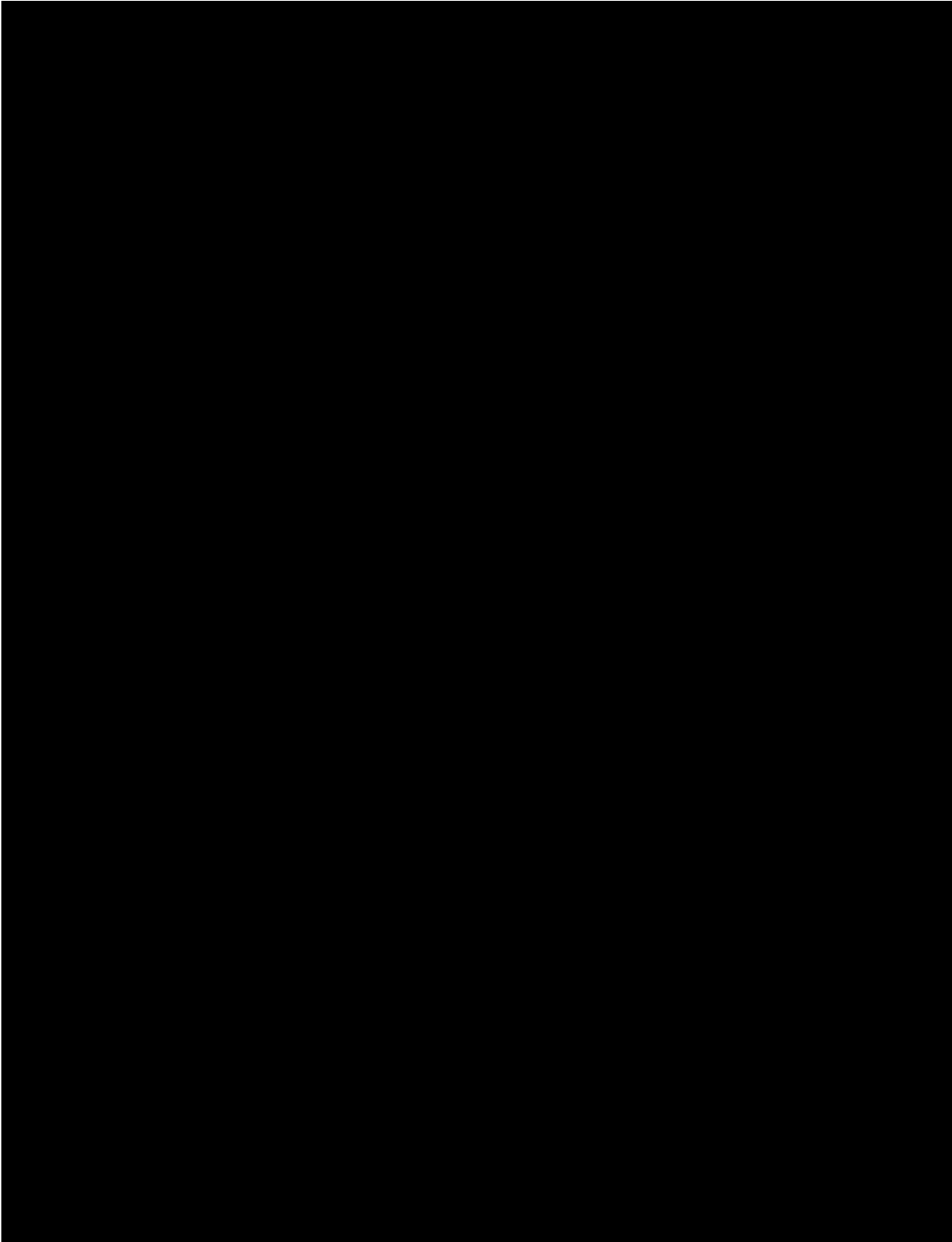


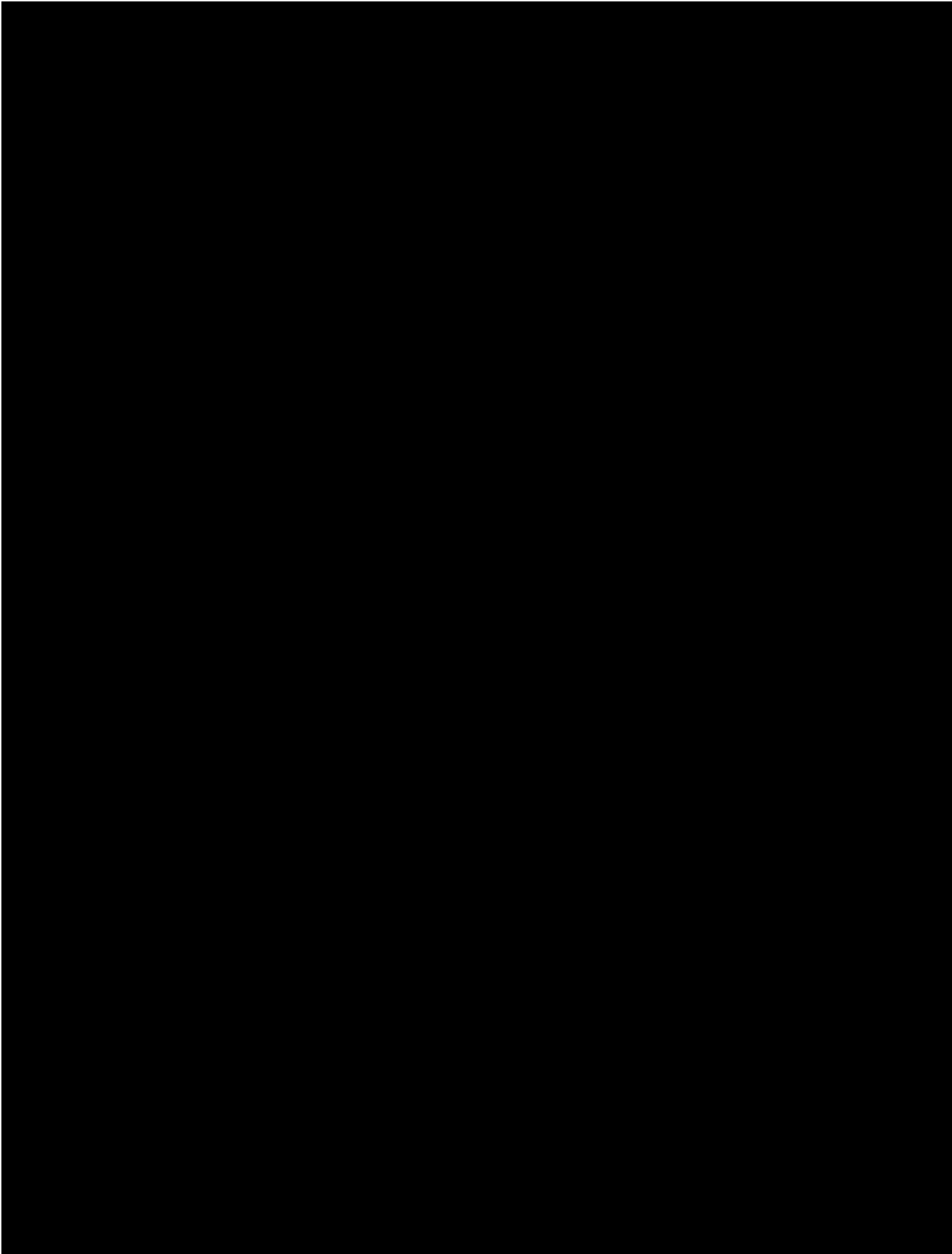
1.4.1.1 *Key Elements*

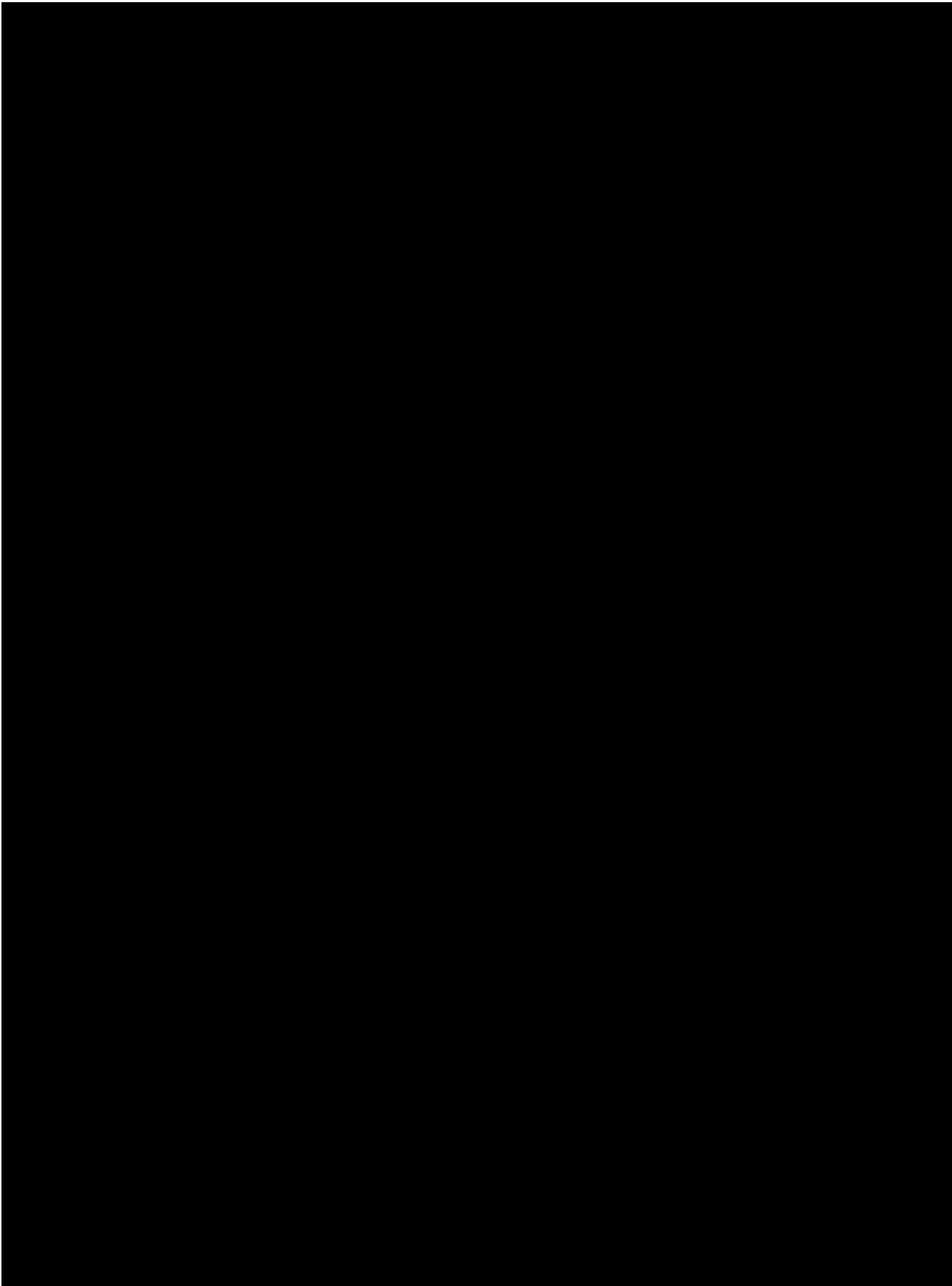


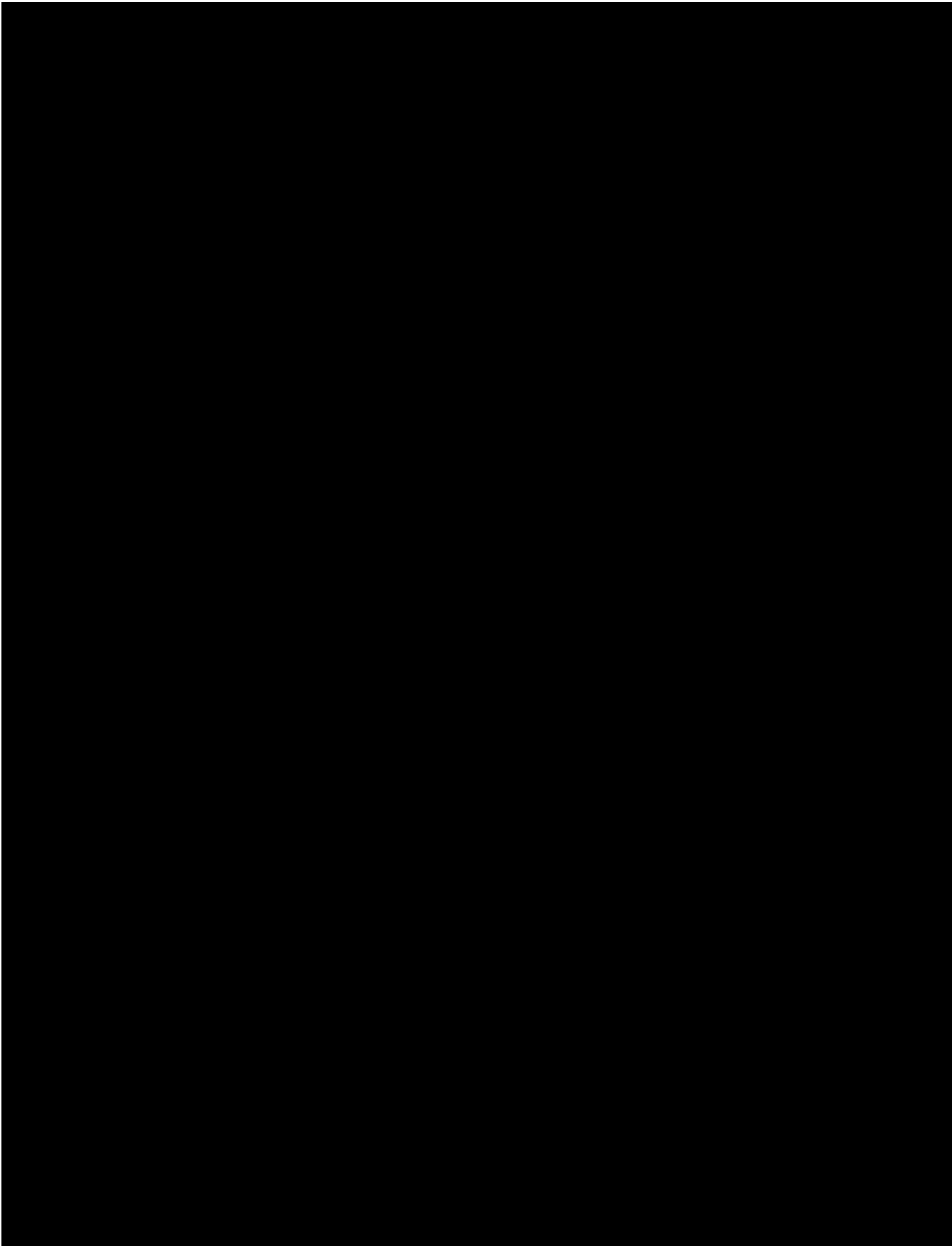


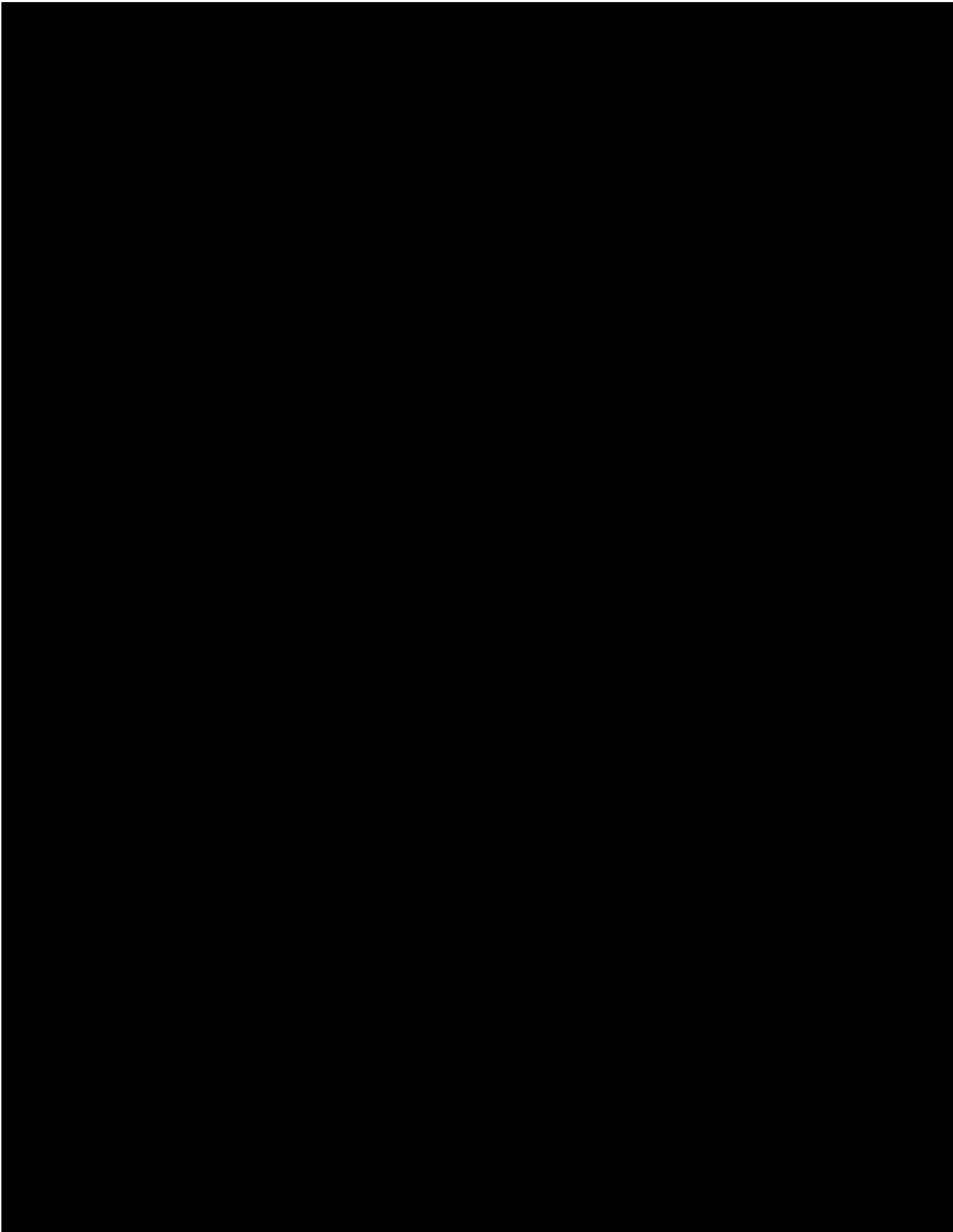


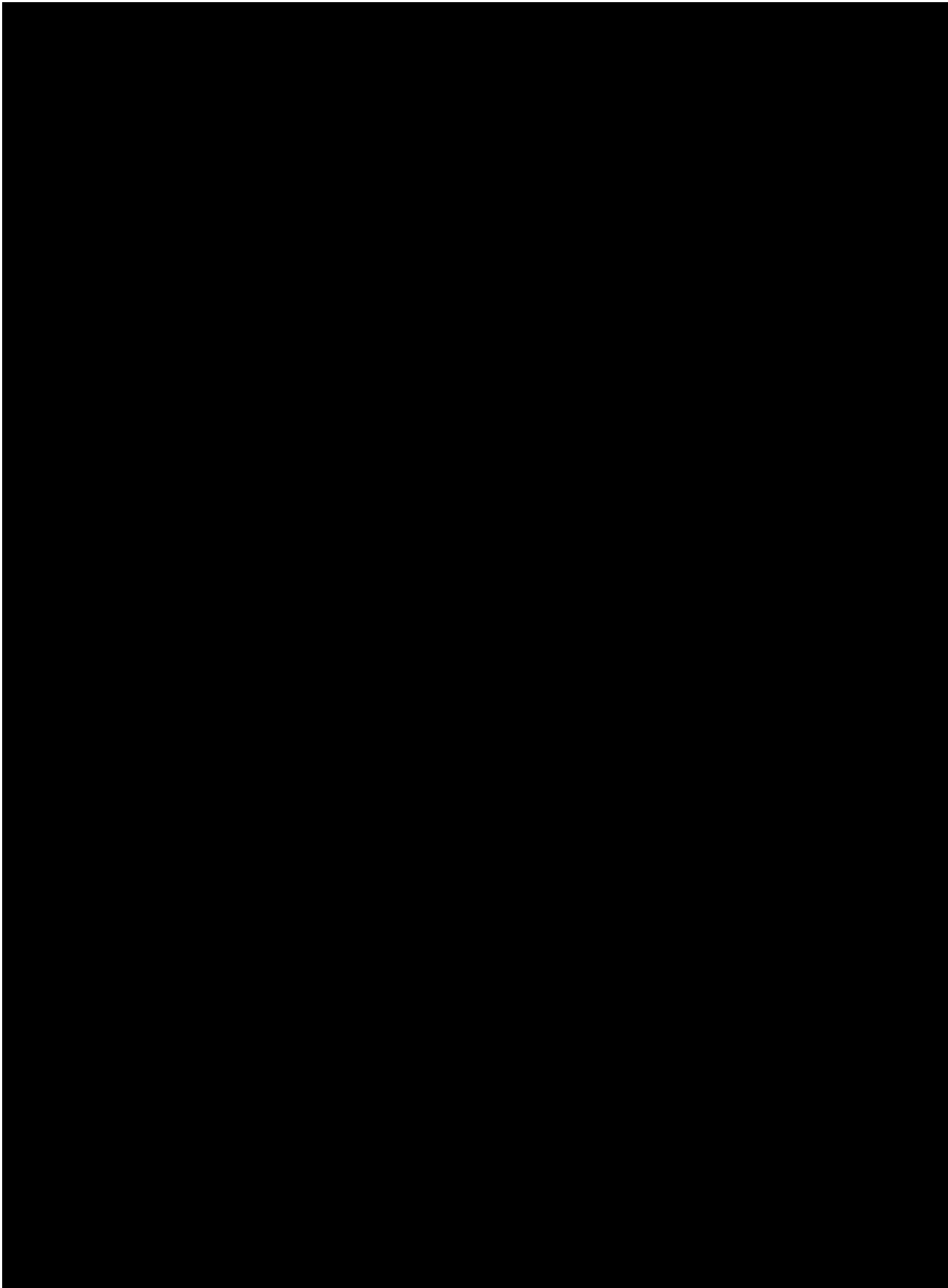






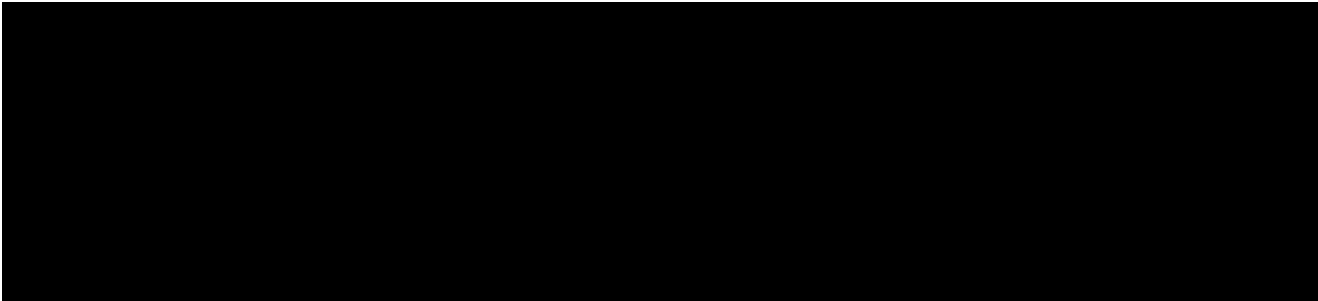






## 1.5 JUST TRANSITION

Vineyard Offshore recognizes a twofold definition of a “just transition.” The first centers on a systems-wide shift in the energy economy from one that is harmful, extractive, and exploitative to communities—especially low-income communities and communities of color—to one that is regenerative, centers DACs and EJ communities, and opens pathways to long-term, family-sustaining employment. The second represents the transition of displaced workers from the fossil fuel economy to the clean energy economy.



New York’s existing fossil fuel landscape is evolving in response to the climate crisis and the closure and repurposing of existing fossil fuel infrastructure that has historically burdened frontline communities is underway. These shifts in the energy landscape will undoubtedly result in workforce impacts and could displace workers that may be interested in transitioning into a career in offshore wind.

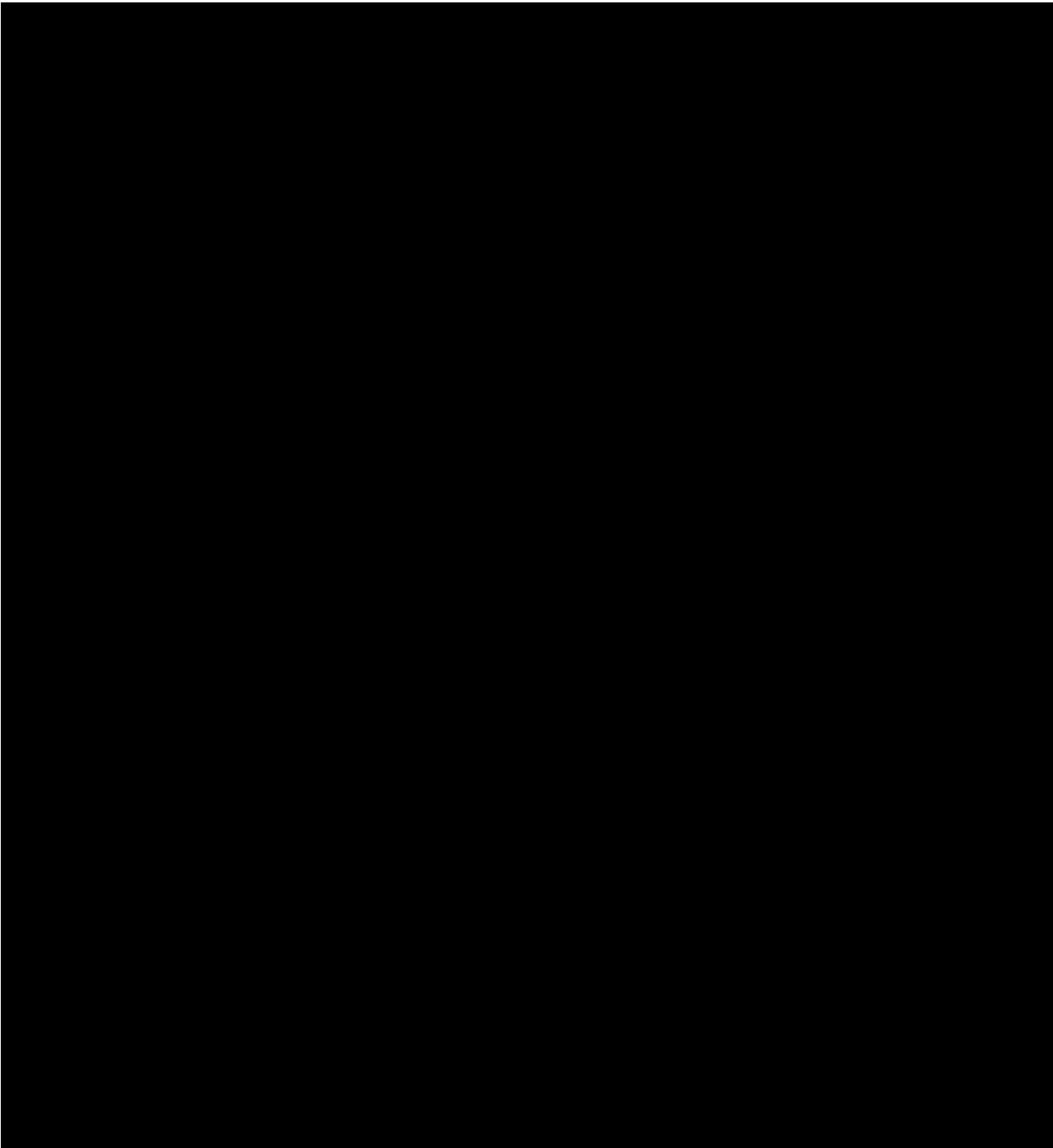
### 1.5.1 New York’s Fossil Fuel Landscape

New York has one of the most ambitious climate goals in the country: 100% carbon-free electricity by 2040. To achieve this goal, fossil fuel power plants must be retired and replaced with zero-emission resources, primarily wind and solar energy. It is estimated that the total installed gigawatt capacity will need to triple; at least 95 gigawatts (GW) of new generation resources and/or energy efficiency upgrades to existing plants will be needed. Notably, 6 GW of fossil fuel power plants in New York City can feasibly be retired and replaced by 2030.<sup>11</sup> As a result of this transition, as many as 9,000 workers will be displaced by fossil fuel plant closures in New York by 2025.<sup>12</sup>



<sup>11</sup> The Fossil Fuel End Game: A Frontline Vision to Retire New York City’s Peaker Plants by 2030 (March 2021). Prepared by Straten Consulting on behalf of the PEAK Coalition. See <https://www.cleangroup.org/wp-content/uploads/Fossil-Fuel-End-Game.pdf>.





**1.5.2 Opportunities**

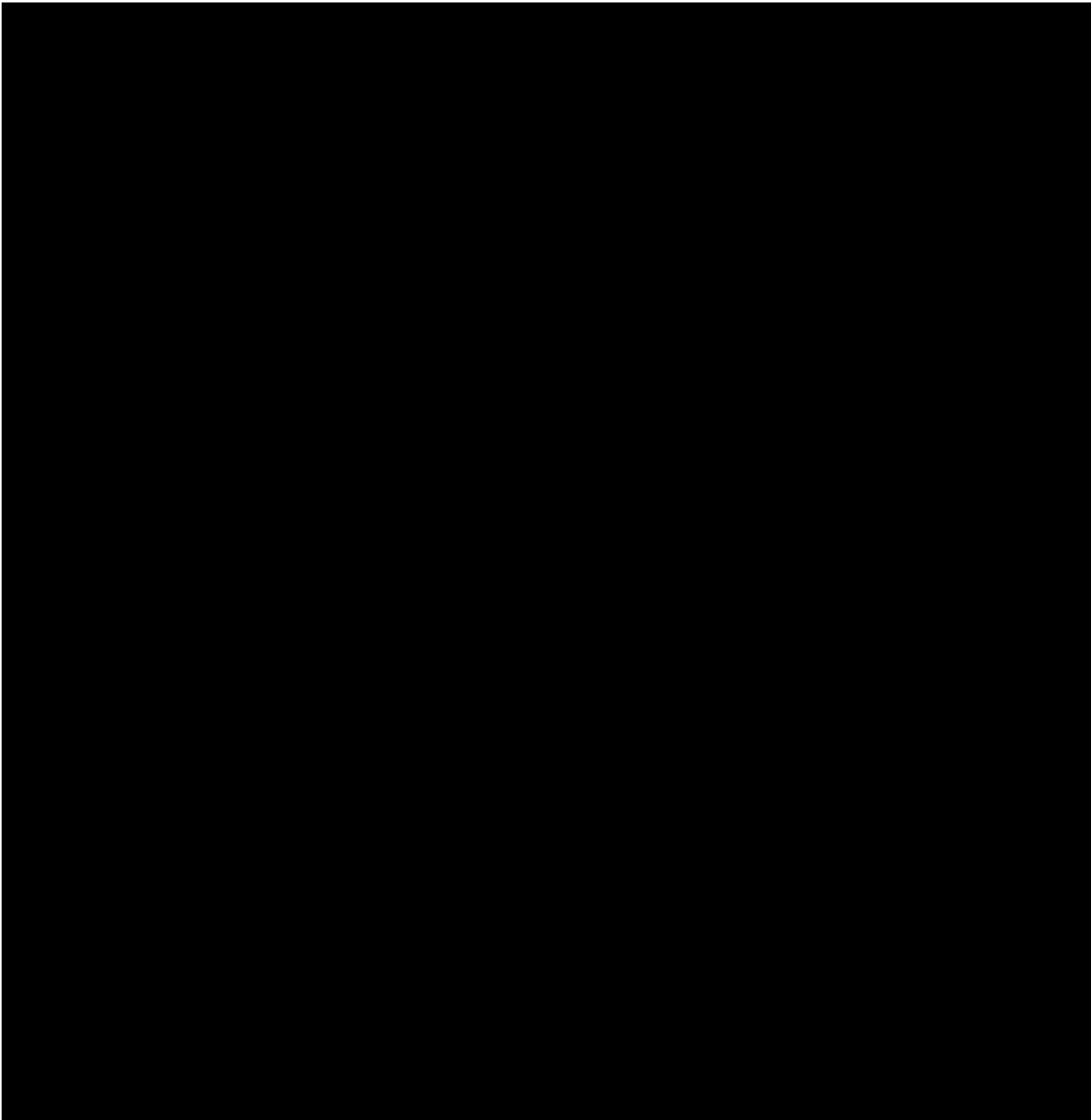
Vineyard Offshore is committed to supporting a just transition of displaced fossil fuel workers to the clean energy economy. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]





**1.6 JOBS COMMITMENTS**

