

**Appendix C:
Brooklyn Navy Yard
OSW Operations &
Maintenance Port**

Jobs & Workforce Plan







Introduction

The purpose of this Brooklyn Navy Yard (“BNY”) Operations & Maintenance (“O&M”) Port Jobs and Workforce Plan (“JWP”) is to provide [REDACTED] philosophy, strategy, and commitments for taking full advantage of the transformational workforce opportunities presented by the clean energy investments that will accompany the development and operation of the [REDACTED], and in particular, from the construction and operation of a new O&M port facility at Dry Dock 4 at the Brooklyn Navy Yard (the “Project”). This plan supports the transition away from traditional energy sources and industries, and is aligned with the clean energy economy workforce goals of the New York Climate Leadership and Community Protection Act (the “Climate Act”). These include the following:

- Engaging fully with organized labor
- Providing critical support for industry-wide skills training and education
- Paying prevailing wages for the entire construction force
- Promoting a more diverse workforce in New York State

This plan assures that New York’s transition to a new clean energy economy is a “just transition” as envisioned by the just transition principles and strategies expressed in the New York State Climate Action Council Scoping Plan.

The JWP provides a comprehensive, overall approach and demonstrates a commitment to engaging New York’s highly skilled and well-trained union workforce in a way that maximizes opportunities for members of disadvantaged communities (“DACs”), minority and/or women-owned businesses (“MWBs”), service-disabled, veteran-owned businesses (“SDVOBs”), and disabled business enterprises (“DBEs”). As discussed in detail below, offshore wind requires labor-intensive manufacturing, transportation, and operation, which will create job opportunities for thousands across all phases of the offshore wind development, deployment, and operations value chain.

The JWP will evolve over time as our relationships with organized labor, workforce training providers, academia, and government deepen and expand through the various phases of project planning, construction and long-term operation. This approach is intended to allow flexibility and room for growth as the project matures.

Background and summary

The Climate Act recognizes that workers are at the front lines of climate change and that a well-trained, organized, and diverse workforce is the cornerstone to building a new clean energy economy in New York State. As an offshore wind area leaseholder in the New York Bight and the developer of a significant portion of the future clean energy power supply for New York, [REDACTED] recognizes its role, responsibilities, and privilege to ensure that career opportunities in the new clean energy economy as envisioned by the Climate Act are created and shared geographically and demographically to increase access to good jobs for marginalized communities.

Climate change has a disproportionate impact on women, workers, and members of low-income communities. It is in the interest of New York State and [REDACTED] to protect and promote the interests of these groups against the impacts of climate change and to advance [REDACTED] equity goals by ensuring quality employment opportunities in safe working environments.

[REDACTED]

The NYSERDA 2021 “New York Clean Energy Industry Report” indicates that New York had 157,700 clean energy workers at the end of 2020, representing a 12% workforce growth since 2015. This workforce spanned a wide variety of clean energy industries, including energy efficiency; solar, land-based wind, geothermal and other renewable generation technologies; clean and alternative transportation and renewable fuels; and grid modernization and energy storage.

Offshore wind is poised to provide the next great increase in clean energy employment opportunities. Between 2019 and 2040, New York State is projected to see employment growth in occupations related to offshore wind, with projections of new jobs ranging from 13,900 to 17,700 jobs, as detailed in the 2021 New York State Climate Action Council “Draft Scoping Plan.” Manufacturing and other supply chain occupations will account for just over half (52%) of these new offshore wind-related jobs, with construction and professional services accounting for approximately 31% and 17%, respectively.

Creating good jobs and a thriving economy is a core concern of the Project. [REDACTED] fully understands that setting clear standards for job quality and training standards encourages not only high-quality work but positive economic impacts.

Furthermore, we recognize the pivotal role to be played by organized labor throughout the entire offshore wind industry. According to the City University of New York School of Labor and Urban Studies, organized labor has long been much stronger in New York State than in the nation generally, and unionization rates for key subsectors relevant to offshore wind and port operations, such as utilities, construction, and truck transportation, are 48.4%, 28.8%, and 20.5%, respectively, and are far above national averages. However, like the rest of the country, New York State has seen a continued erosion in overall unionization rates — especially in the trades. [REDACTED] seeks to partner with organized labor to ensure the longevity and strength of New York’s unionized workforce and to support new and existing pathways to careers which provide quality wages and benefits for New Yorkers.

In support of these very career pathways, [REDACTED] executed a memorandum of understanding (MOU) with North America’s Building Trades Unions (“NABTU”) to ensure the construction of the project utilizes workers from NYS while building upon existing union training programs. Ultimately, [REDACTED] will develop project labor agreements (PLAs) to assure cost savings, reduce timeline risk, set high safety standards, rationalize shift expectations, promote labor harmony, define training opportunities, promote a more diverse workforce, and provide other benefits of a project-wide collective bargaining agreement backed by prevailing wages. [REDACTED] has already initiated these efforts through our signed MOU.

[REDACTED] understands that measures called for in the Climate Act to reduce emissions from the electricity sector by displacing fossil-fuel-fired electricity with renewable electricity or energy efficiency will result in workers and communities losing employment. Connecting workers displaced by this transition to new employment opportunities through career services, skills training, and infrastructure investments is a key concern of our workforce commitments.

As discussed in more detail below, in addition to the New York State Supplier Opportunities Protocol, to be enacted by [REDACTED] in compliance with the NYSERDA ORECRFP22-1 requirements, [REDACTED] will negotiate with our supply chain partners and our partners in organized labor to set firm goals for inclusionary contracting during the procurement for the Project, including setting baseline expectations for percentages of work to be contracted to MWBEs, SDVOBs, and DBEs across all phases of the project

[REDACTED] will prioritize hiring and training directly from local host communities as well as individuals from adjacent DACs or historically marginalized backgrounds. Job opportunities include staffing our O&M facilities and will include 14 specific occupation categories in management, business and operations, installation, maintenance and repair, and power plant operation. These roles are expected to

████████████████████

be staffed primarily through our relationship with the Albert C. Wiltshire Employment Center at the Brooklyn Navy Yard.

Labor engagement

Labor Liaison Officer (“LLO”)

The Labor Liaison Officer (“LLO”) for the ██████████ project is ██████████. His relationships with labor leaders throughout New York City, Long Island, and the rest of New York State uniquely position him to be an effective interface between the ██████████ project and organized labor. ██████████ joined the ██████████ team with nearly a decade of labor experience, most recently serving as the Energy Policy Advisor for NABTU. He also previously served as an energy, environmental, and labor staffer for two members of Congress, and as a renewable energy policy analysis for a financial firm focused on the Obama administration’s American Reinvestment and Recovery Act clean energy funding provided to the U.S. Department of Energy.

In his role as an Energy Policy Advisor for NABTU, ██████████ played an integral role developing some of the first relationships between organized labor and the nascent offshore wind industry in the US. This exposed him to the numerous work opportunities and job requirements offered by the offshore wind industry. ██████████’s work centered on educating European offshore wind industry counterparts on the nuances of American organized labor and the building trades. His efforts led to a shift in the European corporate labor strategy, which up until recently focused on instituting the European offshore wind construction model in the U.S. Union leaders recognize ██████████’s early work as one of the primary reasons that Orsted agreed to sign a the first of its kind Memorandum of Understanding (“MOU”) with American organized labor. These efforts eventually led to the National Offshore Wind Agreement (“NOWA”) signed between NABTU and Orsted, which is now widely recognized as the template for a Project Labor Agreement (“PLA”) for offshore wind construction.

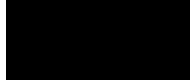
██████████ possesses the critical thinking and institutional knowledge to bring together local stakeholders, government, labor, industry, and construction. Further, he understands the dynamics of organized labor - from the needs of the local hiring halls to the expectations of state and international labor leadership – needed to successfully grow and develop a thriving offshore industry workforce throughout New York State. And as a native New Yorker from a union household, he is personally invested in this goal.

Project Labor Agreements and Memorandum of Understanding

Specific to the construction scope of our revitalization plan, our signed MOU with NABTU memorializes our intent to utilize union labor and enter into a Project Labor Agreement covering the refurbishment of the Project.

Specifically, ██████████ plans to enter into a locally bargained PLA with the New York State Building Construction Trades Council (“NYSBCTC”) and other relevant unions. Through this PLA, ██████████ will be best positioned to utilize existing union training and recruitment programs and create new apprenticeship programs and apprenticeship readiness programs needed to meet the Project’s workforce demands.

Our intention is to develop some of the strongest PLAs in the industry, with clear provisions related to worker safety, industry leading compensation and benefits, training modules, recruitment from disadvantaged communities, and strategies to attract and retain workers looking to make a career in the offshore wind industry. The opportunities to be created through our partnership with the building trades, and enshrined in our MOU, will expand the current union efforts to diversify the construction industry and



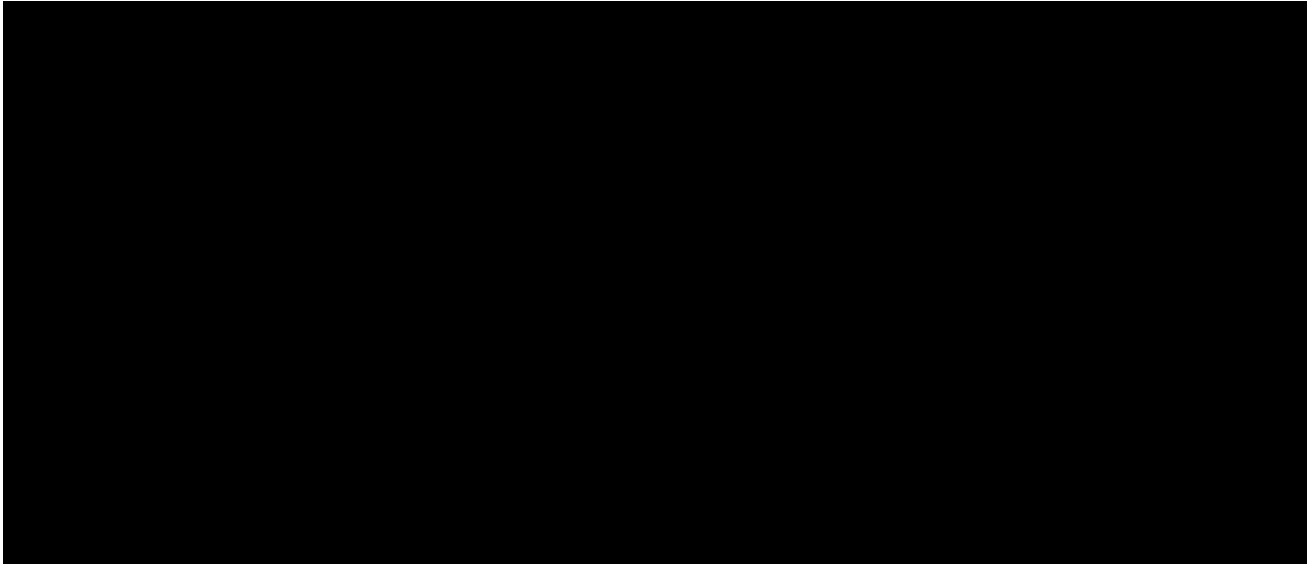
the offshore wind industry at large, while utilizing strategic workforce development models to create new pathways into the middle class for historically underserved Americans, including those from disadvantaged communities and MWBE and SDVOB businesses.

Through our interactions with the building trades unions, [REDACTED] has identified three scopes of work expected during construction. These scopes of work are identified and discussed in the aforementioned MOU with NABTU (see Appendix P of the BNY SCIP).

MOU with North American Building Trades Union (NABTU)

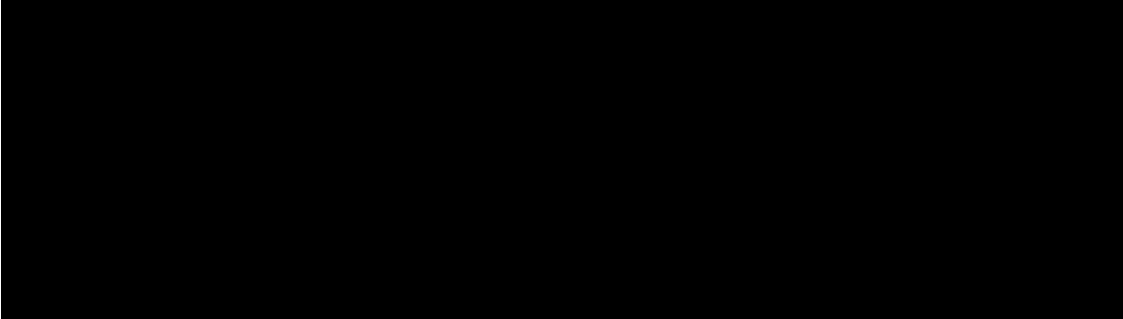
Our MOU with NABTU, which administers the National Offshore Wind Agreement (a recognized PLA specific to offshore wind construction), outlines [REDACTED]'s intention to utilize local union workforces to perform work offshore as well as provisions related to training, jurisdiction, and integration with vessel/supplier crews.

In addition to serving as a preliminary action towards the execution of unitary labor agreements (the PLAs), the MOU with NABTU supports our goal of transitioning U.S. union construction workers into the offshore wind industry, provide for the standardization of the terms and conditions of employment for all employees performing construction work, and promote labor harmony. The MOU include the following important provisions:



Project Labor Agreements

The PLAs are expected to cover the following scopes of work:



[REDACTED]

[REDACTED]

[REDACTED] has committed to use its commercially best efforts to encourage its prime contractors for the offshore scopes of work to engage in good faith negotiations over a PLA under which the unions and suppliers will work together to identify the skills and training necessary to accelerate an offshore wind construction workforce consisting of U.S. union construction workers. [REDACTED]

[REDACTED]

The onshore agreements are intended to be available to all contractors and subcontractors, of any tier, regardless of their union affiliation. The onshore agreements will require contractors and subcontractors performing onshore project construction work to employ project labor with the required skills and experience. The unions, contractors, and subcontractors will work together to develop, as needed, mutually acceptable training and workforce development programs to support the objectives of the PLAs negotiated consistent with the NABTU MOU and the Climate Act.

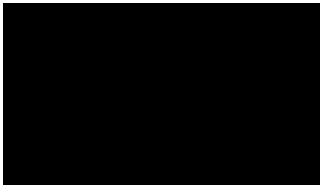
As part of the good faith negotiations, the unions will consider and address issues commensurate with traditional labor agreements in the construction industry, including PLAs, which include (but are not necessarily limited to) the following:

- Protection against work stoppages for the length of the project
- Wage and fringe benefit provisions, as well as provisions to secure productivity, job stability, timely completion, and quality work
- Provisions concerning work hours and breaks consistent with established applicable work practices

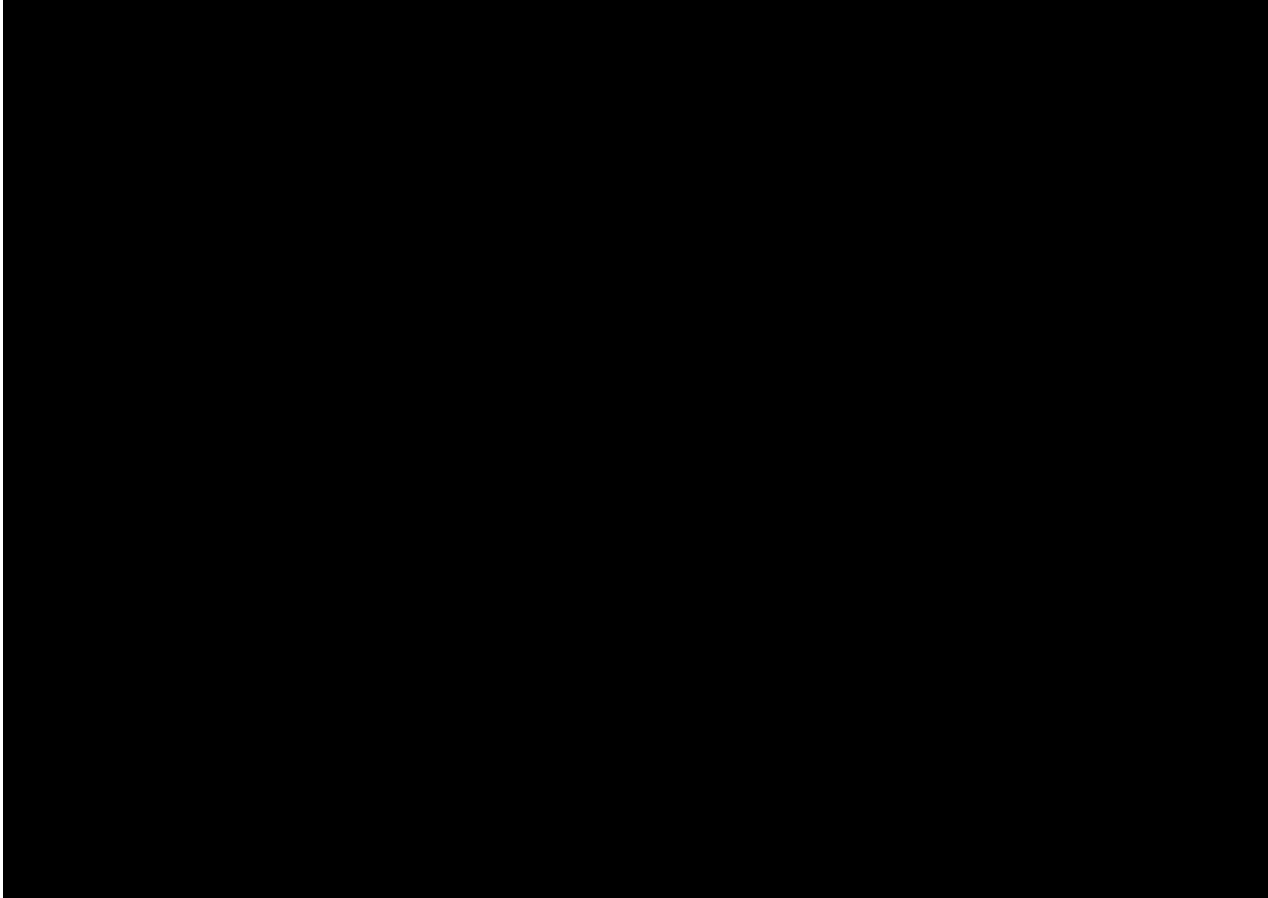
For the offshore project labor agreement, additional provisions are provided for the following:

- Specific jobs, training, and timing for offshore work tasks
 - Global Wind Organization (“GWO”) certifications, with preference given to existing training facilities and those created through the project’s collaboration with New York State and organized labor
- [REDACTED]
- Trade assignments/jurisdiction, which are expected to require wider jurisdiction offshore than for given crafts with respect to onshore work
 - Integration with vessel crews/supplier installation expertise

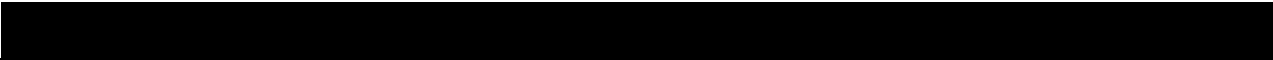
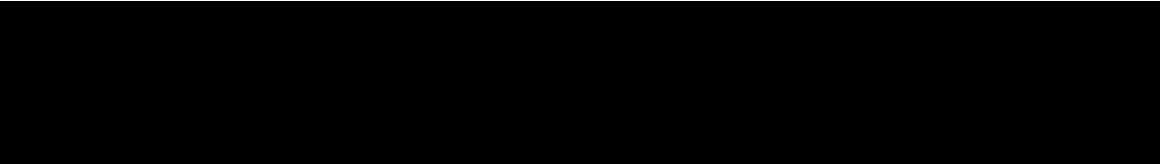
It is well-documented that using PLAs on high cost, extensive construction projects results in cost savings, increased productivity, training opportunities, on-time project delivery, increased worker safety, and more opportunities for individuals and contractors from disadvantaged communities. In addition, PLAs achieve substantial cost savings by standardizing terms between various local Collective Bargaining Agreements (“CBAs”). Instead of negotiating individual CBAs with the several unions employed on our project, we intend for our prime contractors to enter into PLAs. By identifying three main scopes of work during our project - offshore construction, onshore construction, and onshore power infrastructure – it is anticipated that a minimum of three separate PLAs to be utilized.



██████████ expects that each PLA will include (but will not necessarily be limited to) the following:



Specific to our PLA, we have begun conversations with wind turbine installation contractors related to the following topics:



However, we will also focus on growing the offshore wind workforce with our labor partners through their existing apprenticeship programs and the creation of our new ██████████ stakeholder partnerships (as described below). These programs provide ways to recruit and train people of color, veterans, women, and people from disadvantaged communities. In addition, our PLAs will build upon this infrastructure, integrating the programs into the communities we operate while providing coordination plans between our contractors and the program directors.

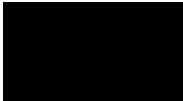
Outreach and Partnerships

Successful engagement with organized labor requires more than a relationship at the national and state level. It also requires engagement with local unions that have specific focus areas in terms of geography and trades.

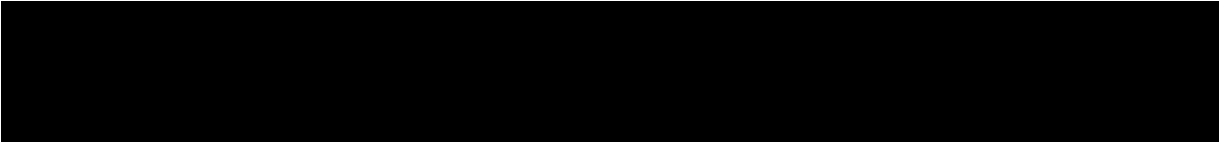
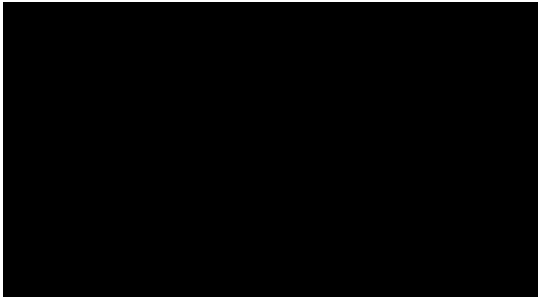
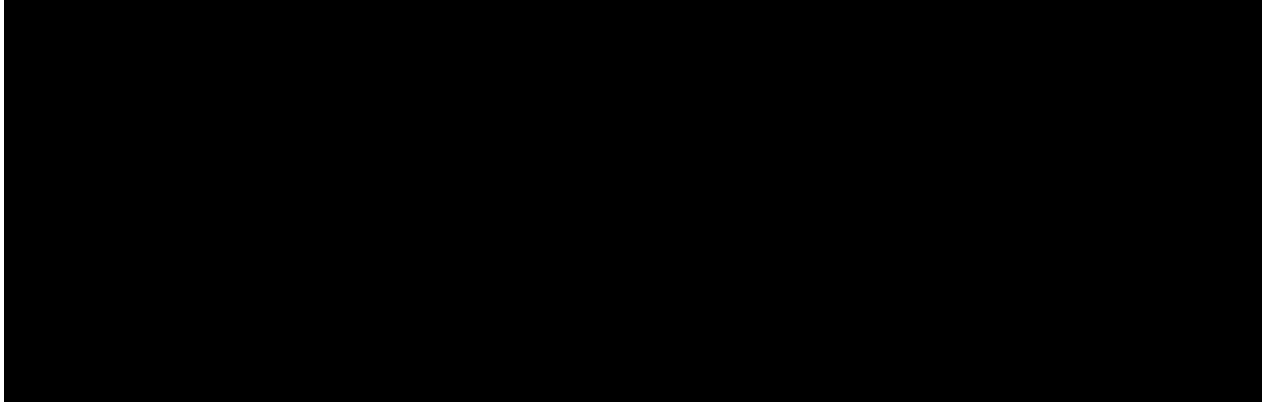
In some cases, we were able to identify the local union halls or regional offices with jurisdiction over the Project which our contractors will be partnering with; Table 1, below, consists of a list of construction trades followed by a list of industrial unions:

Union Name	Local Union Halls or Regional Districts
Building and Construction Trades	
International Association of Bridge, Structural, Ornamental and Reinforcing Iron Workers	Local 46 Metallic Lathers Local 40
International Association of Heat and Frost Insulators and Allied Workers	Local 4
International Association of Sheet Metal, Air, Rail and Transportation Workers	Local 28
International Brotherhood of Boilermakers, Iron Ship Builders, Blacksmiths, Forgers and Helpers	Lodge 5
International Brotherhood of Electrical Workers	Local 3
International Brotherhood of Teamsters	Local 282
International Union of Bricklayers and Allied Craftworkers	Local 1
International Union of Elevator Constructors	Local 1
International Union of Operating Engineers	Local 25 Marine Operators Locals 14 and 15 Operators
International Union of Painters and Allied Trades	District Council 9
Laborers' International Union of North America	Local 731 Local 79 Local 1010
Operative Plasterers' and Cement Masons' International Association	Local 780
United Association Union of Plumbers, Fitters, Welders, Service Techs	Local 1
United Brotherhood of Carpenters and Joiners of America	Local 20 Carpenters Local 1556 Dockbuilders
United Union of Roofers, Waterproofers and Allied Workers	Local 8
Industrial Unions	
United Auto Workers	Region 9a
United Steel, Paper and Forestry, Rubber, Manufacturing, Energy, Allied Industrial and Service Workers International Union	District 4
International Association of Machinists	District 15
International Longshoremen's Association	Local 920
Marine Beneficial Engineers Association	NY/NJ Union Hall
Communications Workers of America	District 1
Seafarers International Union of North America	NYS region

Table 1 - Identified Local Unions List

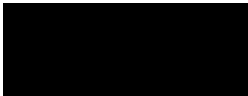


Through our work with NYSBCTC, we are excited to create pre-apprenticeship programs in local schools. The purpose of these programs is to expose students to career opportunities afforded to those who have little or no intention of enrolling in college. Pre-apprenticeship programs, for example, allow for the local building trade unions to apply their world-renowned training programs and curriculum to the next generation of blue-collar workforce, while exposing this demographic to opportunities for well-paying, middle-class careers. This is especially applicable to our neighbors in surrounding disadvantaged communities. [REDACTED] [REDACTED] will not ignore its neighbors and will make every effort to engage community leaders early in our development and throughout our project's construction and continuing operations.



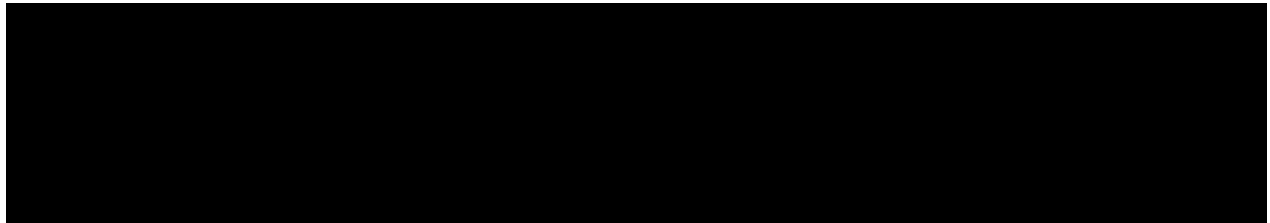
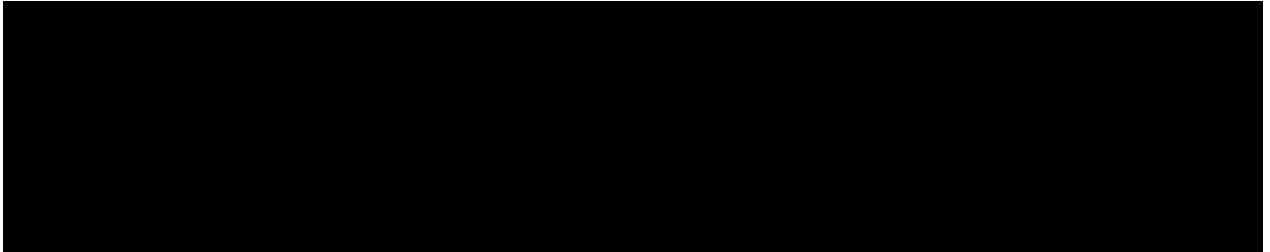
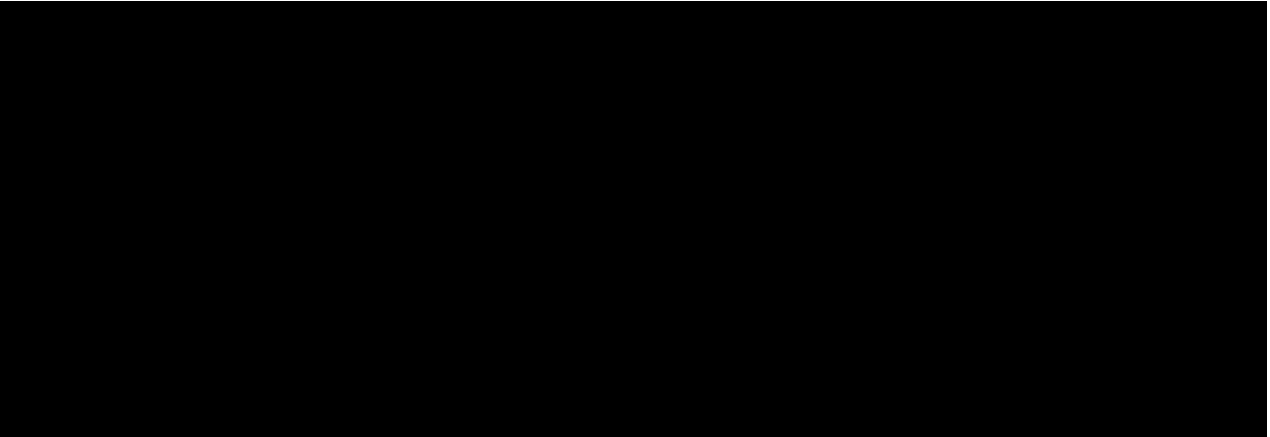
In addition to outreach to local unions, [REDACTED] will build partnerships with workforce development organizations with aligned visions for working with priority populations to connect them to meaningful jobs opportunities. [REDACTED] has identified the following programs for our primary partnerships on training and workforce development:

- **Construction Skills (“CSKILLS”) apprenticeship readiness program**, which provides training and Direct Entry access to New York City public high school seniors and other residents seeking careers in the unionized building and construction trades.
- **New York Helmets to Hardhats**, which is a 501(c)3 Direct Entry Program assisting active-duty veterans, National Guard, and Reservists to careers with the New York Building Trades unions and affiliated employers. This program will build upon Invenergy’s longstanding partnerships with, and commitment to, the veteran community.
- **Pathways to Apprenticeship (“P2A”)**, which is a Direct Entry pre-apprenticeship program that recruits, trains, and mentors people from low-income communities for placement and success in union construction apprenticeship programs in New York City.



- **Nontraditional Employment for Women (“NEW”)**, which prepares, trains, and places women in careers in the skilled construction, utility, and maintenance trades, helping women achieve economic independence and a secure future for themselves and their families.

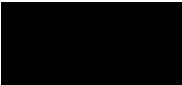
In addition to the aforementioned workforce partnerships, [REDACTED] is cultivating the following collaborations and partnerships; funding amounts are conditioned upon an ORECRFP22-1 award. Letters of intent that further describe the nature of these partnerships are provided in the full [REDACTED] project proposal.



Industry-wide training and education

[REDACTED] understands that the role of workforce skills training is pivotal to the success of the ambitious economic development goals of the Climate Act in general, and a critical ingredient in realizing the potential long-term economic benefits to New York State from the regional development of offshore wind.

Continued development of the offshore wind industry in New York and along the Eastern Seaboard requires the associated development of a robust skills training ecosystem. Specialized offshore wind-related occupational training courses may vary in term from three to five days for specialized equipment or safety certifications, to two years of post-secondary coursework for assembly and production occupations (e.g., wind turbine service technicians). These courses typically do not require training prerequisites and are essential part of building the offshore wind workforce in New York.




Several training programs are already available in New York. The 2022 New York Offshore Wind Workforce Gap Analysis found that New York has a wide selection of vocational trade programs that could support offshore wind workforce development, including more than 750 programs that offer curricula for key occupations in the offshore wind supply chain. Vocations include electricians, machinists, technicians, and equipment operators. Though these trade programs may not yet currently contain material specific to offshore wind, the baseline knowledge remains key, and applicable to the construction and operations phases of offshore wind project development.


Led by the efforts of the New York Offshore Wind Training Institute, many institutions and training providers are already preparing offshore wind curricula, including the National Offshore Wind Training Center on Long Island. The center will train and certify offshore wind construction, assembly, and production occupation workers through the nation's first Global Wind Organization training center for offshore wind.

Many programs in New York, including the CUNY campus network, offer a two-year associate's degree in many of the offshore wind construction, assembly, and production occupations, including advanced manufacturing, and welding and fabrication. Hudson Valley Community College in Troy and LaGuardia Community College in Queens were both recently awarded funding through the Offshore Wind Training Institute to initiate programs to provide training and associate-level degrees and certification for these occupations.

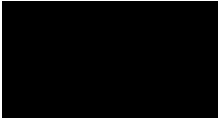
Apprenticeship training produces skilled workers through a combination of structured on-the-job training with a skilled trainer and trade-specific classroom instruction. Programs are conducted by employers, groups of employers, and jointly by employers and unions. Apprentices are full-time paid employees who produce high-quality work while they learn skills that enhance their employment prospects. They are paid on a graduated scale; this assures that salary reflects the degree of skill achieved. Apprenticeship and pre-apprenticeship programs also provide a significant source of opportunity for workforce development and skills training, especially for local residents, with some programs focusing on increasing the number of women, people of color, and transitioning veterans in the skilled trades. Major apprenticeship programs already established in New York State include the Department of Labor's Registered Apprenticeship Program, which offers a wide variety of sponsored curricula and job placement activities, and union-led apprenticeship programs such as those offered by NABTU and the International Brotherhood of Electrical Workers.

In addition to providing traditional craft and trade-based apprenticeship training curricula (e.g., carpenters, mechanics, electricians), apprenticeship programs in New York State are expanding registered apprenticeship programs into emerging and expanding industries linked to the new clean energy economy, like advanced manufacturing and information technology.

 has sought out and engaged with many New York State offshore wind training efforts that are currently underway or in the planning stage. We have investigated potential collaborations and partnerships with the goal of supporting the industry-wide establishment of quality offshore wind training in New York State.

The BNY O&M port will create significant numbers of new jobs, and  is prepared to execute a specific plan of actions to strongly support existing and new industry-wide offshore wind training resources in New York State to grow a skilled workforce to fill those jobs — especially those resources that focus on providing training and placement opportunities to members of Disadvantaged Communities and other priority populations.





- *Jobs commitments*

