

## **Beacon Wind LLC**

### **Jobs and Workforce Plan**



## Table of Contents

- 1. NEW YORK JOBS AND WORKFORCE PLAN ..... 1
  - 1.1 Beacon Wind’s Workforce Development Philosophy ..... 3
    - 1.1.1 Beacon Wind’s Tri-Regional Collaborative Strategy ..... 5
    - 1.1.2 Measuring Success..... 11
  - 1.2 Labor Engagement..... 12
    - 1.2.1 Labor Team ..... 13
    - 1.2.2 Labor Engagement and Project Labor Agreements..... 16
    - 1.2.3 Plan to Negotiate a PLA ..... 18
    - 1.2.4 Project Labor Agreement Cost Savings ..... 19
  - 1.3 Industry Wide Training and Education..... 19
  - 1.4 Just Transition ..... 23
  - 1.5 Jobs Commitments ..... 27



---

## Table of Figures

Figure 1: Disadvantaged Communities in Vicinity of South Brooklyn Marine Terminal

Figure 2: Tri-Region Strategy

Figure 3: Potential Partners

Figure 4: Allocation of Workforce Development Funding

Figure 5: Disadvantaged Communities (Capital Region)

Figure 6: Average Annual Short-term and Long-term Jobs in NYS

Figure 7: Total number of jobs in Disadvantaged Communities



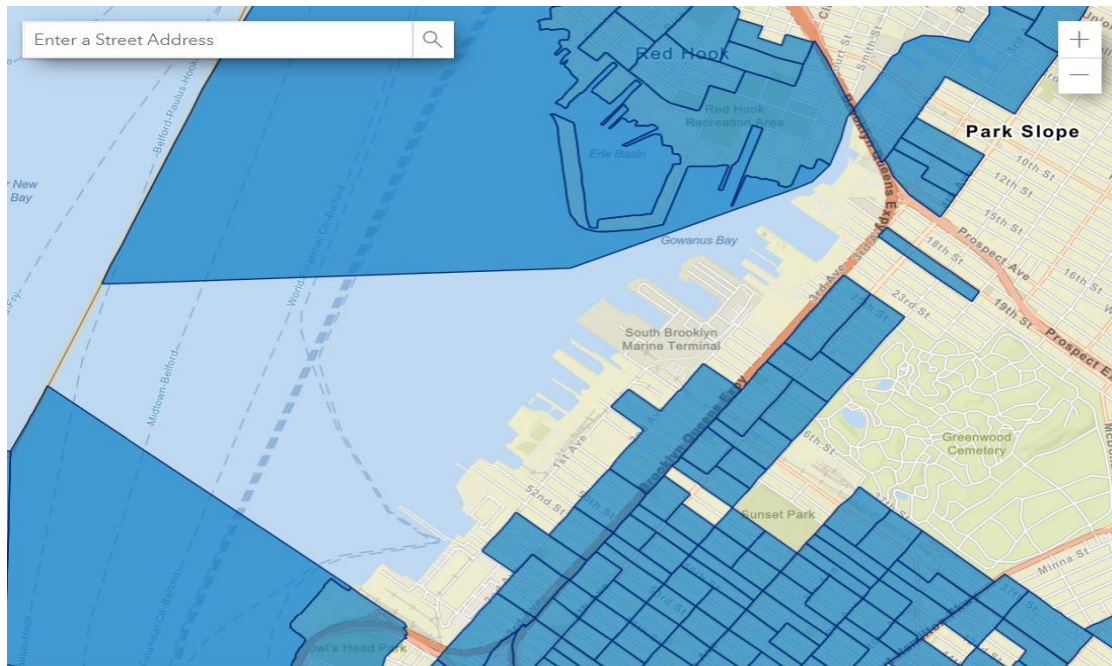
## 1. NEW YORK JOBS AND WORKFORCE PLAN

Beacon 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. Beacon Wind and its affiliates have adopted ambitious renewable and low-carbon goals, with ambitions of becoming carbon-neutral companies.

Beacon 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 Women-owned Business Enterprises (“MWBE”), Service-Disabled Veteran-Owned Business (“SDVOB”), and skilled laborers and labor union members. As part of the development of their offshore wind portfolio, Beacon Wind and its affiliates already have made significant strides towards identifying opportunities where New York workers can play a role in addressing gaps in the existing offshore wind supply chain in the United States 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. As part of their commitment to workforce development in New York and in connection with commitments made in earlier solicitations Beacon Wind and its affiliates have set aside approximately \$52 million that will be invested towards workforce development and community benefits, with an emphasis on investing in those communities that will support the interconnection and development of their offshore wind resources.

The engagement of Beacon Wind and its affiliates in improving the rapidly developing Sunset Park area provides one example of the types of efforts that Beacon Wind and its affiliates already are making in supporting NYSERDA’s workforce development goals. As of 2019, Sunset Park had a poverty rate of 18%. On average, the rate of young adults aged 16-24 who are out of school and out of work (“OSOW”) remains high at 27%. Out of the 55 communities within NYC, over half of the OSOW population is located within just 18 of them, with Sunset Park and the surrounding areas of Crown Heights, Bushwick, and Bedford-Stuyvesant being a few. Given these statistics, as reflected in Figure 1 below, Sunset Park and the surrounding communities have been identified as Disadvantaged Communities using New York State’s interim criteria for Disadvantaged Communities.

**Figure 1: Disadvantaged Communities in Vicinity of South Brooklyn Marine Terminal**



Beacon Wind and its affiliates have made a substantial commitment and investment towards ensuring that the residents of Sunset Park and the surrounding communities benefit from the energy transition through their efforts to turn the storied South Brooklyn Marine Terminal (“SBMT”) complex into a major regional hub for offshore wind. The redevelopment will inject the Sunset Park waterfront with substantial investment from the renewable energy economy, creating new jobs and providing an economic boost to the community. The investments that Beacon Wind and its affiliates are making at SBMT will ensure that 1,000s of jobs are generated in an area of New York that has long been shut out of the prosperity and economic opportunity that have long been defining characteristics of New York State.

Beacon Wind and its affiliates recognize, however, that merely creating jobs in these communities is not enough to ensure the type of broad benefits envisioned by the Climate Leadership and Community Protection Act (“CLCPA”). For that reason, Beacon Wind and its affiliates, working with the New York City Economic Development Corporation and community leaders, have created the Offshore Wind Ecosystem Fund, 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 Housing Authority residents in participating in the energy transition, and growing the green energy innovation ecosystem in New York City.

In order to administer the fund, Beacon Wind and its affiliates have established a Strategy Development Committee that is responsible for directing these funds towards strategies that align with the fund’s objective, and a Selection Committee that will help evaluate and select



funding proposals. Both include representatives of the Sunset Park Task Force, which advocates to maximize the economic potential and community links between Sunset Park residents and the waterfront, and the offshore wind community. Together, these committees have determined priority areas that will 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. It is anticipated that the first grants from this fund will be announced in the third quarter of 2023, with projects commencing shortly thereafter.

Beacon Wind and its affiliates, also have established an Offshore Wind Innovation Hub in Sunset Park. The purpose of the Innovation Hub is to facilitate partnerships with start-ups that bring new technological solutions to the rapidly growing offshore wind industry, and will act as a physical location for offshore wind programming and serve as a center for the industry's innovation ecosystem. Among other things, the Innovation Hub will host educational programming, workshops, and curricula for the startups and create networking opportunities for the startups.

Beacon Wind and its affiliates appreciate the opportunity to build upon these efforts that they already have made in jobs and workforce development through this solicitation process. As discussed further below, and in the Economic Benefits Plans being submitted with Beacon Wind's proposals, if selected through this solicitation process, Beacon Wind intends to invest an additional [REDACTED] in workforce development and decarbonization initiatives. This is in addition to the \$52 million that Beacon Wind and Empire Wind already have committed in connection with earlier solicitations. Collectively, this funding will be distributed through an innovative tri-regional collaboration model that leverages the expertise and capabilities of New York's well established Community Foundations to ensure that these funds are distributed to support workforce development across New York, including New York City, Long Island, and the Capital Region.

## 1.1 Beacon Wind's Workforce Development Philosophy

*The Proposer must briefly present their philosophy on workforce training and the recruitment of trained individuals for positions made available within the New York State offshore wind market. The Proposer may 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.*

Beacon Wind and its affiliates view public engagement related to workforce development as an essential aspect of their project development strategy and a manifestation of the strong commitment that they have already made to furthering New York's clean energy and workforce development goals. For that reason, Beacon Wind and its affiliates are committed to positioning



themselves as leading partners in New York State workforce development, with the goal of providing New York workers with the training and support necessary to participate in the green energy economy and creating a more diverse and inclusive workforce with broad representation of all New Yorkers.

Consistent with their recognition of the importance of public engagement on these issues, Beacon Wind has led, or participated in, more than 100 community outreach discussions, in Queens, Brooklyn, Long Island and the Capital Region and has further engaged in one-on-one conversations with local stakeholders. Beacon Wind has approached these discussions in light of the following goals:

- Solidifying partnerships with workforce developer 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 builds a workforce across the offshore wind development, deployment, and operations value chain.
- Working with partners to evaluate the best approach to creating opportunities in disadvantaged and underserved communities consistent with diversity, equity, and inclusion principles, including effective strategies to create opportunities for MWBEs and SDVOBs and bringing economic opportunities to Disadvantaged Communities.
- Gaining greater appreciation and understanding of the full range of underserved priority communities, including veterans, Native Americans, individuals with disabilities, low-income individuals, incumbent or unemployed power plant workers, previously incarcerated individuals, unhoused individuals, and single parents.

Through this work, Beacon Wind has established strong relationships with the leading workforce development organizations in New York State and obtained a better understanding of the workforce development opportunities and challenges facing New York today. As NYSERDA acknowledged in its 2022 Clean Energy Report, the energy transition already is creating significant opportunities for New Yorkers, with approximately 165,000 clean energy workers at the end of 2021.<sup>1</sup> 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.<sup>2</sup> The challenge is clear: clean energy developers and employers must move expeditiously to build a more inclusive workforce, by supporting workforce development programs that can reach communities that heretofore have been left out of the clean energy transition.

---

<sup>1</sup> New York Clean Energy Industry Report 2022, available at: <https://www.nyscrda.ny.gov/About/Publications/New-York-Clean-Energy-Industry-Report>.

<sup>2</sup> Clean Energy Report 2022 at 37.



### 1.1.1 Beacon Wind's Tri-Regional Collaborative Strategy

Beacon Wind and its affiliates believe that the best approach to meet this challenge is through a stakeholder-driven approach in which developers and employers work collaboratively with community leaders, local organizations, and special interest groups to identify opportunities, define priorities, and implement strategic initiatives. For that reason, Beacon Wind and its affiliates have adopted a tri-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 offshore wind resources: the Capital Region, New York City and Long Island, each of which has its own opportunities and challenges.

#### *Opportunities and Challenges by Market*

##### Capital Region

In the Capital Region, challenges surround the historically marginalized South End, whose residents experience persistent poverty, low literacy rates and a high dropout rate from union apprenticeship and college training programs. This has led to a lack of diversity in the area workforce overall, and a lack of engagement of this underserved community, particularly in attracting African American community members to jobs in advanced manufacturing. Overall, the Capital district faces a shortage of skilled workers ready to take advantage of training programs underway to support the OSW industry.

Strengths of the Capital Region include a strong advanced manufacturing sector with a long history of partnering with local and state government. There is dynamic collaboration among various workforce development partners such as: Albany County, City of Albany, BOCES, Hudson Valley Community College, local industry, and the non-governmental organizations (“NGO”) that support them such as Center for Economic Growth. The Building and Construction Trades Council also has a strong Albany County presence.

##### 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.

Long Island's strengths include its historically strong manufacturing sector, 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.





## New York City

New York City is a study in strengths and challenges. Between 25 and 40 percent of New York City adults lack basic literacy skills, which has strong implications for workforce training design. The pandemic left students, families, and teachers dealing with multiple crises, including the deaths of loved ones. More than 40% of students missed at least 18 days of school last year and city students recorded large drops in reading and math proficiency last year. After years of making progress, crime is up in all categories.

The City's strengths are as evident now as they were in the days after 9/11. There are strong, vibrant communities pushing to increase opportunities for students and working people. Partnerships abound in New York City, and Beacon Wind is working closely with the New York City Economic Development Corporation ("NYCEDC") and many local NGOs. NYCEDC in particular is Beacon Wind's day-to-day partner on its South Brooklyn Marine Terminal project, its \$5 million Ecosystem Fund grant program and its \$5 million Offshore Wind Innovation Hub.

The SBMT redevelopment will inject the Sunset Park waterfront with substantial investment from the renewable energy economy, creating new jobs and providing an economic boost to the community. Beacon Wind and its partner bp's activities at SBMT are anticipated to support over 1,000 jobs annually in the region.

### *The Tri-Regional Collaborative Model*

The purpose of the tri-regional collaborative model is to:

- Create an organized approach to three market areas that enables and ignites local and statewide action.
- Establish a replicable approach to workforce and supply chain development predicated on consistency, coordination, and equity in three market areas.
- Tap the leadership of respected community foundations and NGOs to build a structure that connects stakeholders, pools expertise, and deepens Beacon Wind's relationship and collaboration with these organizations.

Through this tri-regional collaborative framework, Beacon Wind and its affiliates anticipate utilizing partnerships with key community foundations and NGOs to ensure the effective distribution and deployment of the funding that Beacon Wind and Empire Wind have committed towards workforce development as well as the approximately [REDACTED] in additional funding that Beacon Wind anticipates making available if selected through this solicitation. More specifically, through this strategy, Beacon Wind and its affiliates will provide and distribute support for workforce development through a multi-tier collaborative structure:

- Each market collaborative is led by a top tier consisting of a community foundation paired with an 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 are helping Beacon Wind develop its regional priorities and its request for proposals, 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, vetted by Beacon Wind and receiving counsel from the second-tier organizations on how to formulate their proposals, launch projects, measure progress, and interact with a reporting system.

The purpose of this three-tier approach is two-fold. First, it engages respected, proven New York expertises in grant making to ensure a professional, equitable, and measurable approach to grant allocation. Second, 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.

[REDACTED]

[REDACTED]

While Beacon Wind has met with myriad community organizations and NGOs throughout New York, Beacon Wind has identified three of the leading New York community foundations as potential partners for the approach described above:

[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 and sensitive to diversity, equity, and inclusion considerations. These community foundations will play a key role in working with Beacon Wind and its affiliates to develop 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.

As part of the tri-regional collaboration approach, 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 NGO's in the renewable energy and workforce development sectors in their regions. For example:

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

Within each region, each community foundation and the relevant NGO would be responsible for engaging in dialogue with community organizations to discuss potential projects to be funded and to problem solve for any gaps, overlaps or other issues so that the organizations can bring forth the best possible projects, not in "silos" but rather in coordination with other organizations seeking to advance workforce development in their regions. [REDACTED]



[Redacted text block]

In the New York City region, Beacon Wind anticipates [Redacted text block]

- [Redacted list item]
- [Redacted list item]
- [Redacted list item]
- [Redacted list item]

[Redacted text block]

- [Redacted list item]
- [Redacted list item]
- [Redacted list item]
- [Redacted list item]
- [Redacted list item]

In the Capital Region, Beacon Wind [Redacted text block]

- [Redacted list item]
- [Redacted list item]
- [Redacted list item]
- [Redacted list item]
- [Redacted list item]

Beacon Wind already has taken steps to establish partnerships and collaborations with these organizations. For instance, Beacon Wind and its affiliates have signed Letters of Intent with [Redacted text block]



[REDACTED]

[REDACTED]

[REDACTED]

The structure of the tri-regional collaborative model is designed to bring these organizations together to effectively deploy funding and create strategic partnerships 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 training opportunities and solutions that remove barriers to job and career access
  - 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 Beacon 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.

Beacon Wind and its affiliates will also use the collaborative model described above to deploy special initiative funding in key areas, with a focus on directing funding towards underserved communities. This will include supporting energy efficiency – New York's largest clean energy sector – a sector that was hit hard by the pandemic. Beacon Wind and its affiliates will be working with partners to provide project support for building electrification, with shared goals to electrify and reduce the burden on the grid. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

### 1.1.2 Measuring Success

Beacon Wind seeks to attract a world-class workforce to fill its own jobs and those of its suppliers. The Company continues to define the number and types of jobs that will be needed, but certain goals and objectives are immutable for a successful workforce program in New York State. Among other things, Beacon Wind will closely track:

- WORKFORCE:
  - the number of individuals trained and their geographic locations
  - recruitment numbers
  - trainees retained in jobs at 1 and 5 years
  - value created (e.g., value of grants and scholarships relative to their impact)
  - communities impacted, including the impact on Disadvantaged Communities; and
  - the impact on just transition priorities (e.g., transition of workers in fossil-fuel-based industries and professions)
- PHILANTHROPY:
  - Beacon Wind and its affiliates will measure the dollar value of grants and scholarships provided against their impact (jobs, careers, health, barriers)



removed, etc.), with help from our community foundation partners and our tiered partner system.

- DEMOGRAPHICS:
  - 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
  - The impact on MWBEs and SDVOBs

## 1.2 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.*

*At a minimum, 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.*

*The Plan should articulate and quantify, to the extent possible, the potential cost savings that a PLA 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 a PLA into the development, construction, and operation of the Project may offer project savings, schedule savings, shift expectations, labor harmony, training opportunities, and other benefits.*

### 1.2.1 Labor Team

Beacon 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 Beacon Wind Project and the other projects being developed by Beacon Wind and its affiliates. A brief overview of key team members is below.

#### *Beacon Wind Team Members*

**Marc Hanan, Lead Negotiator, Renewables US, Equinor**, recently joined the Beacon Wind team to act as the labor liaison for Beacon Wind and its affiliates. Mr. Hanan is focused on establishing project labor agreements for the Equinor US wind projects and subsequently for maintaining positive relationships with organized labor partners. Mr. Hanan joined Equinor in 2022 and has over 12 years of experience collaborating with organized labor across a multitude of industries. He serves as a Project Manager for the Empire Wind and Beacon Wind projects. Marc holds a Bachelor of Arts in Health and Human Services from the University at Buffalo's department of Social Sciences Interdisciplinary Studies.

**Carol Faherty, Lead Counsel Legal Employment Law, US, Equinor**, is focused on negotiation of the project labor agreements for the Equinor US 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 US, Equinor**, is focused on the development and execution of the Empire Wind and Beacon Wind offshore wind lease areas. He joined Beacon Wind in 2011 and has over 15 years of experience in US energy markets including asset management, commodity trading and origination, and commercial negotiations. He serves as President for the Empire Wind 1 & 2 and Beacon Wind projects. Prior to working in offshore wind, he was head of energy origination for Beacon Wind's North American marketing and trading team leading complex negotiations and deal execution across North and South America. Prior to joining Beacon Wind, 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.

**Gail Winiiecki, SPHR, Leader, People & Organizations and Acting Labor Liaison, Renewables US, Equinor** Ms. Winiiecki is a Human Resources Professional with global experience as a strategic partner to executive management and expertise in financial services, insurtech, management consulting, energy, nonprofit, and public sectors. She brings strength and experience in proactively identifying opportunities and delivering pragmatic solutions to strengthen efficiency, engagement and effectiveness. Prior to joining Beacon Wind, Ms. Winiiecki served as the Senior Human Resources Business Partner at the New York Power Authority where she executed executive management of commercial lines and administration, responsible for delivering customer-oriented solutions ensuring alignment of HR initiatives with business objectives and championing high employee engagement. Ms. Winiiecki holds a Bachelors of Arts from Villanova University in Political Science and Economics, Post-graduate in industrial relations and labor studies, and MPA in Public and Nonprofit Management and Policy from New York University.

**Matthew Brotmann, Senior Counsel, Renewables US, Beacon Wind** is responsible for Beacon Wind's U.S. based renewables portfolio. Prior to joining Beacon Wind, 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/Triborough 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 950+ 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 NLRB 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 EEO 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 United States. During law school, he was the law clerk to the Honorable John Fanning, chair of the National Labor Relations Board.

**Laura A. Pierson-Scheinberg** is a principal in the San Francisco, California, and Baltimore, Maryland, offices of Jackson Lewis P.C and is co-leader of the Retail industry group. Ms. Pierson-Scheinberg represents employers in labor and employment matters, with a particular focus on traditional labor issues, union elections and unfair labor practice charges. She has extensive experience in collective bargaining, from serving as chief spokesperson to developing strategy behind the scenes. Her background includes bargaining for both large and small clients from a local to a national level in a wide range of industries, including, but not limited to, manufacturing, retail, and healthcare. When recessive bargaining and labor-management disputes become strikes, she has worked with her clients to develop contingency plans and strike preparedness. She also has experience with government contractors subject to the Service Contract Act.

When negotiating contracts, Ms. Pierson-Scheinberg focuses on appropriate contract language to minimize labor disputes. She assists employers to comply with union contracts, avoid grievances where appropriate, and respond to grievances when filed. However, there are times when litigation is unavoidable, and she has tried numerous arbitrations ranging from discharge, contract interpretation issues and litigation involving other collective bargaining rights.

Ms. Pierson-Scheinberg has also defended clients in such areas as disability, sex, race and other discrimination suits, as well as wrongful discharge, wage disputes and employment tort litigation. She has provided advice and counsel to human resources representatives and has reviewed employee handbooks and company policies.



Before entering private practice, she served as an intern staff attorney to Board Member Sarah M. Fox of the National Labor Relations Board. Prior to going to law school, she worked as a human resources professional for two years.

**Bolton St. Johns**

Bolton-St. Johns (BSJ) is a full-service government relations and public affairs firm, regularly ranked among the top three firms in New York State and New York City. Bolton-St Johns has a proven record for developing and implementing strategic plans that deliver measurable results for clients, ranging from the environment, labor, transportation, economic development, housing, energy, and the non-for-profit sectors. BSJ assists clients with state procurement, government contracts, and compliance with state ethics, lobbying, and election law. Bolton-St. Johns has also been a leader in serving as a liaison between large scale projects across New York State and the labor sector. The professional depth and personal diversity of its team of lobbyists and consultants are unmatched among any other firm representing clients in New York. The partners and lobbyists at Bolton-St. Johns have worked inside the government, on political campaigns, and at labor unions, as well as in the private sector to bring a diverse skillset across industries to our firm.

**Mike Keogh** is a Partner at Bolton-St. Johns, and is considered one of the leading advocates on labor issues in New York. He was recently recognized in City & State Magazine for his long-standing work on behalf of New York unions in their Labor Power 100 list. As DC37’s principal lobbyist, Mr. Keogh led the effort to secure public employee pension reforms that included the first-ever permanent Cost of Living Adjustment for retirees. He has represented unions in key negotiations, such as getting a cost-of-living adjustment for childcare workers with DC1707, and IBEW Local 3 in their contract negotiations with the City of New York. He has been the principal representative for unions such as DC37 Local 1320 NYC Sewage Treatment Workers, and Traffic Enforcement Agents, and is currently the New York City lobbyist representing RWDSU Local 338 in New York City. Through his extensive experience, Mr. Keogh has delivered results for a number of clients who seek to partner with labor to bring renewable energy, innovative technologies, and more sustainable housing to New York. He received his law degree from New York Law School and B.A. from Iona College.

**1.2.2 Labor Engagement and Project Labor Agreements**

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

[REDACTED]



[REDACTED]  
[REDACTED] Examples of the types of steps that Beacon Wind and its affiliates have been taking to lay the foundation for successful collaboration with organized labor includes:

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

[REDACTED]  
[REDACTED]  
[REDACTED]

[REDACTED] While these discussions are in their early stages, this ongoing dialogue has served to further deepen the engagement and commitment to work collaboratively between the parties. These discussions will help inform Beacon Wind commitments not only around the specifics of the PLA, but also will lay the foundation for Beacon Wind, its affiliates, its partners, and labor organizations to work together as part of the tri-regional collaborative framework.

As described further above, Beacon Wind anticipates that the community foundations and NGOs identified above will work closely with union and labor organization representatives to identify and pursue apprenticeship and training initiatives using funding made available by Beacon Wind and its affiliates through its regional model. This will help ensure that the investments and initiatives described above are informed by, and account for, the views of organized labor as experts in training skilled workers to support the industry for the long-term. It will also ensure that investments leverage existing programs and initiatives to help fill gaps and amplify their reach. As part of this collaboration, Beacon Wind and its affiliates anticipate that Beacon Wind and its suppliers will engage with labor organizations to identify pathways into the offshore wind industry and into good-paying union jobs for members of Disadvantaged Communities found in New York City, Long Island, and the Capital Regions.



Although the specifics of investments to union training facilities and programs will be finalized through negotiations among the parties and implementation of the tri-regional strategy, the tri-regional model described above will help leverage the capabilities of community-based organizations, academic institutions, and other partners to provide training opportunities and support to New York workers through deep engagement with trusted community-based organization, wrap around services for trainees and apprentices, amplifying and deepening existing work by academic institutions in K-12 and beyond, and support and mentorship for MWBE and SDVOB businesses.

### 1.2.3 Plan to Negotiate a PLA

As noted above, Beacon Wind, under the direction of Vice President Teddy Muhlfelder, General Counsel Matt Brotmann, and Labor Liaison Marc Hanon, and with the support of the larger team outlined above, [REDACTED]

[REDACTED] These conversations have been collaborative and constructive and will provide a natural onramp to the more formal negotiations of a PLA.

The meetings provided an opportunity to commence information gathering to inform the PLA bargaining process, ahead of establishing a timeline for negotiations. Based on the discussions to date, [REDACTED]

[REDACTED] Beacon Wind currently expects that the PLA will apply to all covered construction work and will be available to all contractors and subcontractors, regardless of their union affiliation. Among other things, Beacon Wind anticipates that the PLA will include:

- comprehensive labor harmony provisions to ensure against schedule disruption;
- comprehensive provisions for the resolution of workplace disputes through third party resolution;
- Provisions to allow the cost-effective and efficient coordination of multiple trades and contractors and subcontractors;
- Provisions promoting MWBE and SDVOB employment, as well as the employment of low-income workers in New York;
- provisions for the use of apprentices; and
- provisions for rules governing worksite access and conduct.

Beacon Wind currently anticipates that efforts to negotiate a PLA will ramp up upon approval of the construction and operation plan (“COP”) for the Beacon Wind Project.



Beacon Wind recognizes the importance of ensuring that any commitments entered into with labor organizations are tailored in a manner that accounts for the objective of promoting the interests of Disadvantaged Communities, MWBEs, and SDVOBs. For that reason, as part of negotiating a PLA, Beacon Wind will work with relevant labor unions and representatives to include appropriate provisions that help maximize the opportunities for members of Disadvantaged Communities, NYS-certified MWBEs, and NYS-certified SDVOBs. If selected through this solicitation process, Beacon Wind also will fully comply with its obligations respecting the use, and negotiation of, a Labor Peace Agreement, payment of Prevailing Wages, and other similar requirements.

#### 1.2.4 Project Labor Agreement Cost Savings

Beacon Wind is optimistic that negotiation of a PLA has the potential to play a role in reducing the costs of construction of the Beacon 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.”<sup>3</sup> 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.<sup>4</sup>

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

- Establishing a framework for hiring and resolving disputes;
- Controlling constructing 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.

### 1.3 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; NYSERDA’s Clean Energy Internships, Climate Justice Fellowship, and On the*

<sup>3</sup> 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).

<sup>4</sup> 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).



*Job Training; 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); and existing community workforce benefit funding from procured NYS offshore wind projects. Further, IBEW has over 300 training centers across the country.*

*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. 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.*

*Detailed metrics on program funding and scheduling should be cross referenced with the Proposer's Economic Benefits Plan.*

As described above, Beacon Wind plans to use a tri-regional strategy that involves partnership with Community Foundations, community organizations, representatives of manufacturing, educational institutions, and labor organizations to invest [REDACTED] in workforce development and decarbonization initiatives across New York State. 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, SDVOBs. Based on the discussions that Beacon Wind has had to date with potential partners, Beacon Wind anticipates that the workforce funding that Beacon Wind will make available if selected through this solicitation process will support an array of job training and vocational programs, including apprenticeships, talent pipeline programs, technical training and support, workforce retention



programs, mentoring programs, and support for MBWEs, SDVOBs, and businesses in Disadvantaged Communities.

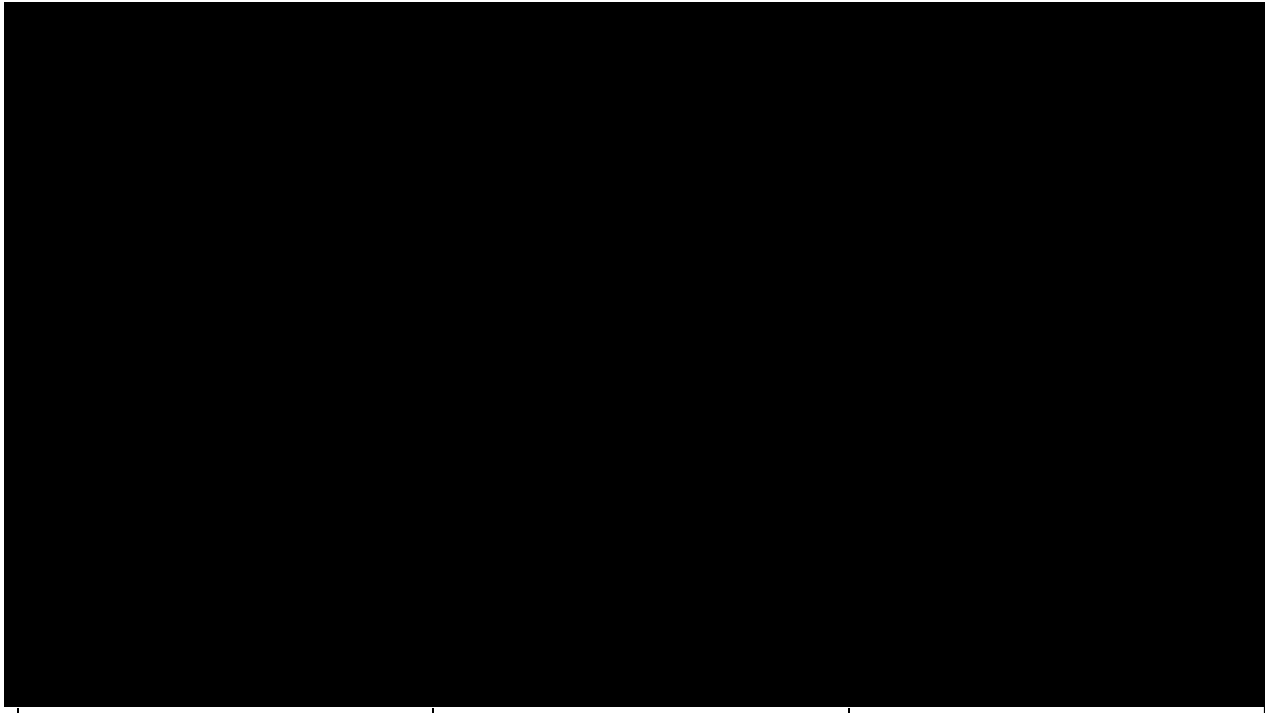
Beacon Wind anticipates working with these organizations to identify the programs and initiatives that are likely to have the greatest impact given the specific needs of the communities that they serve. Given this alignment with stakeholder-driven workforce development programs, fully developed programming will be finalized once Beacon Wind has been selected through this solicitation process. However, Beacon Wind proposes to commit to ensure that the [REDACTED] in funding is distributed in accordance with the allocation showing in Figure 2 below.

[REDACTED]

[REDACTED]

[REDACTED]

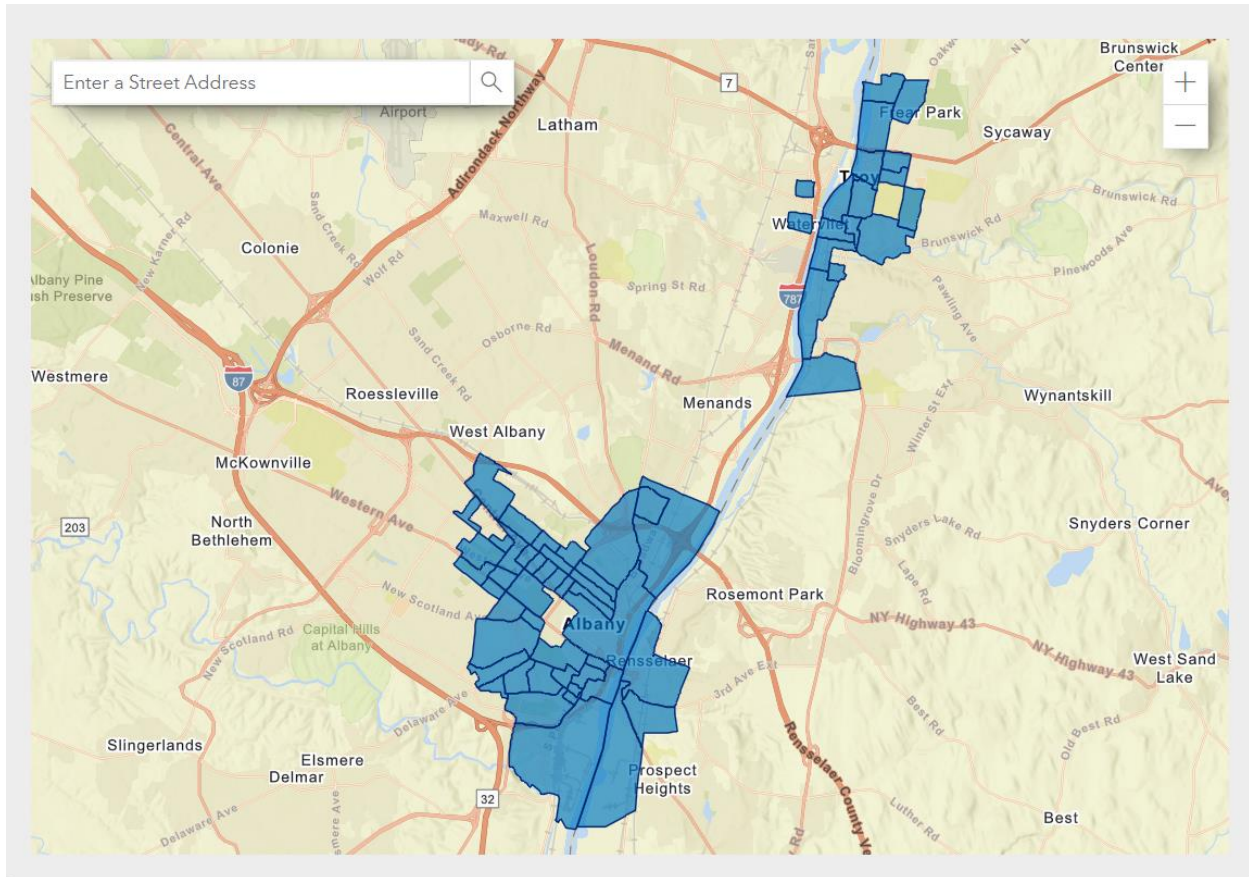




Beacon Wind believes that the tri-regional approach that it is proposing will ensure that the funding made available as a result of Beacon Wind's selection through this solicitation process will support broad array of groups and communities. Notably, the vast majority of the organizations that Beacon Wind anticipates supporting through this effort serve members of Disadvantaged Communities and historically underrepresented communities.

Additionally, by employing a multi-region strategy, Beacon 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. For instance, Beacon Wind currently anticipates that over half of this funding will be directed to the Capital Region. As reflected in the figure below taken from NYSERDA's Disadvantaged Community mapping tool, the Capital Region is home to a large number of communities that meet the interim criteria as Disadvantaged Communities.

Figure 5: Disadvantaged Communities (Capital Region)



## 1.4 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.*



*Detailed metrics in just transition funding and scheduling should be consistent with the Proposer’s Economic Benefits Plan and cross referenced in the Offer Data Form(s) and Supply Chain Investment Plan Data Form(s).*

*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.*

[REDACTED]

Beacon 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.”<sup>7</sup> Indeed, the support that Beacon Wind plans to provide through this solicitation process will be directed to an array of organizations that are acutely focused on promoting a just transition, including labor organizations, workforce development organizations, and educational institutions.

Additionally, the tri-regional strategy set forth 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 that is the foundation of the tri-regional strategy 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 tradition;

<sup>7</sup> Draft Scoping Plan at 41.



- Provide training opportunities and support across generations, genders, and communities, including young adults and experienced workers looking to acquire the skills necessary to thrive in a decarbonized economy;
- Promote the creation of high quality, long-term jobs;
- 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.

[REDACTED]

Beacon Wind supports the proposal to create a state Office of Just Transition and 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. The office will help coordinate all funding and financial incentives for workforce development, and community support, and should focus on host community support, existing worker support and new worker support, as proposed. When this office comes to fruition, Beacon Wind’s three-region community benefits strategy can support the new Office by funding proposals that focus on these-three areas.

[REDACTED]

Beacon Wind is engaged on a number of additional fronts to further assist and guide the Just Transition in New York:

- [REDACTED]
- [REDACTED]



In addition to providing support for workforce development initiatives, Beacon Wind also is proposing to make a number of significant investments in supporting the development of the infrastructure necessary to support transition to a carbon neutral future. [REDACTED]



\_\_\_\_\_





## 1.5 Jobs Commitments

*The New York Jobs and Workforce Plan should contemplate all areas and types of workforce-related commitments and claims across Economic Benefits Categories 1 through 5. Corresponding data captured in the Offer Data Form(s) and Supply Chain Investment Plan Data Form(s) related to jobs should report on commitments to short-term and long-term jobs created and long-term jobs retained (including through training programs). Jobs claims must include labor hours, locations, wages, benefits, and training investments. Jobs in Disadvantaged Communities, MWBEs and SDVOBs should be identified as well. Total expenditures associated with jobs and workforce claims, including benefits and payroll taxes, will be calculated as Expected Labor Dollars and verified in accordance with Section C.1.C.2 of Appendix C.1.*

*Other commitments to support the workforce, such as expenditures for training, spending to benefit Disadvantaged Communities, and other workforce support such as childcare, transport, or other wraparound services may be captured in the Economic Benefits Plan under Category 1, Category 2, or Category 3 or in the Supply Chain Investment Plan under Category 2, Category 4 or Category 5.*

The selection of the Beacon Wind Project through this solicitation will generate significant short-term and long-term employment opportunities for New York workers, including members of Disadvantaged Communities. In practice, the number of jobs that will be created varies based on which of Beacon Wind’s proposals is selected through this solicitation process. Figure 4 below shows the potential for average annual short- and long-term jobs in New York based on Beacon’s investment plans across the various proposals. Short-term employment opportunities are associated with Beacon’s expenditures during the construction phase of the facility by 2030. Long-term employment opportunities are associated with the Beacon’s operational phase, which extends out to 2060.

[REDACTED]

[REDACTED]



[REDACTED]

[REDACTED]

[REDACTED] Further details regarding the basis for these estimates is included in the ICF report that is being provided as an attachment to the economic benefits plans being submitted with Beacon Wind’s proposals.

As described above, Beacon Wind and its affiliates plan to make substantial investments in ensuring that members of Disadvantaged Communities have the training and support necessary to seize the significant employment opportunities that will be generated in connection with the development, construction, and operation of BW2. While it would not be feasible to precisely quantify the numbers of employment positions that will be held by members of Disadvantaged Communities in connection with the BW2 Project, Beacon Wind anticipates that its decision to source components from factories in areas of New York characterized by a high number of Disadvantaged Communities will result in significant employment opportunities for members of these communities.

Beacon Wind’s expectation is supported by ICF’s analysis of the anticipated impact of the investments that will be made in connection with the BW2 Project. Using data from the U.S. Census Bureau’s County Business Patterns, and New York’s Climate Justice Working Group (“CJWG”) on Disadvantaged Communities, Figure 7 below shows the potential for jobs in disadvantaged communities for the types of investments planned for BW2. As reflected in the figure below, ICF estimates that there will be significant employment opportunities created in Disadvantaged Communities within New York State.

