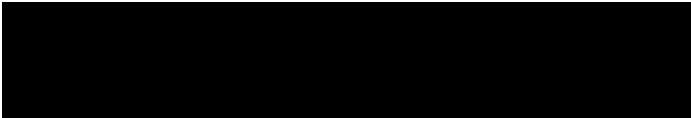


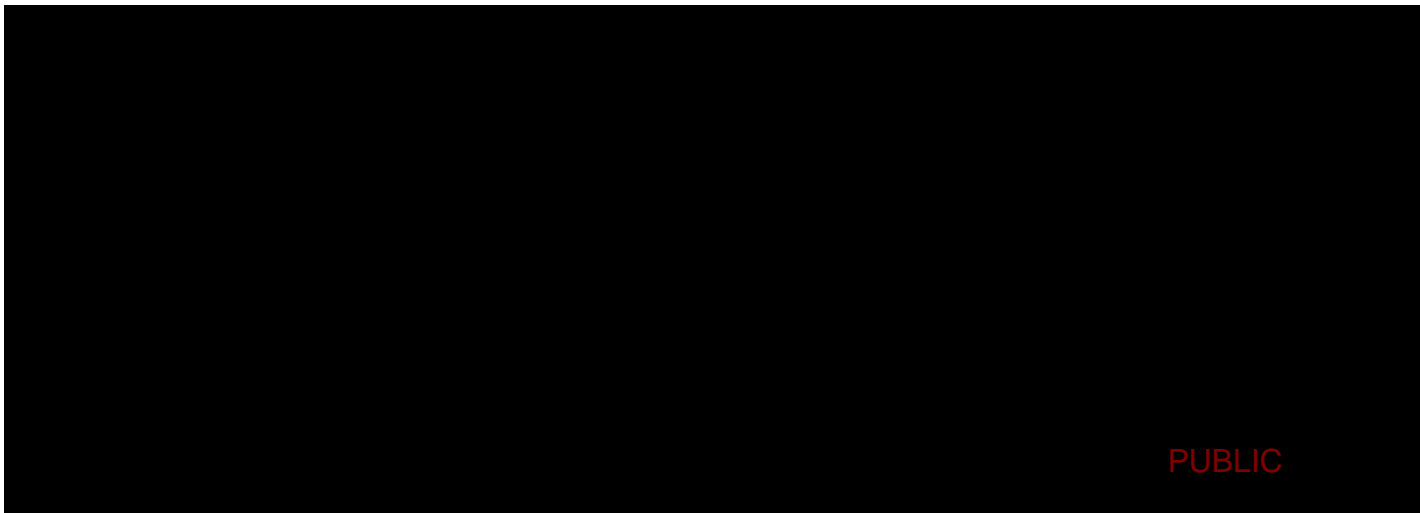


# SUPPLY CHAIN INVESTMENT PLAN –



## Appendix H - New York Jobs and Workforce Plan

Rev	Date	Reason for Issue	Issued	Checked	Approved
01	26 January 2023	Initial Issue	AC	AK	DS





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# Contents

**Revision History ..... 3**

**1 Introduction ..... 4**

**2 H.1 New York Jobs and Workforce Plan Summary ..... 4**

**3 H.2 Labor Engagement ..... 5**

**4 H.3 Project Labor Agreements ..... 6**

**5 H.4 Industry Wide Training and Education ..... 7**

**6 H.5 Just Transition ..... 9**

**7 H.6 Job Commitments ..... 10**



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## Revision History

Issue	Date	Reason for Issue
01	26 January 2023	Initial Issue



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# 1 Introduction

██████████ is proposing to develop a ██████████ facility at ██████████ ██████████

██████████ is committed to ensuring that the development of this facility will benefit the locality through engaging New York's highly-skilled and well-trained union workforce in a way that maximises opportunities for members of Disadvantaged Communities, MWBEs and SDVOBs.

This document is the New York Jobs and Workforce Plan for our facility, and the following sections are structured to reflect the requirements of Appendix H to the NYSERDA ORECRFP22-1.

## 2 H.1 New York Jobs and Workforce Plan Summary

By planning to locate a key component of the offshore wind supply chain in New York, ██████████'s Facility will contribute to robust job and workforce opportunities for communities in and around ██████████ ██████████, including DACs, MWBEs, and SDVOBs critical to the State's transition towards a just and equitable clean energy future. The construction, operations, and maintenance of the proposed Facility will spur new jobs and procurement opportunities, among other economic benefits, including creating approximately 2,713 jobs during the construction phase (██████████), and 383 jobs during the first five years of its operations. DACs are targeted to receive approximately one-fifth of these new direct and indirect jobs; and MWBEs and SDVOBs are expected to access 30% of procurement opportunities during construction.

To realize this plan and the associated targets, ██████████ will conduct stakeholder outreach and engagement to leaders and groups within labor unions, workforce development organizations, and educational institutions. By making inroads with these important stakeholder groups, along with individuals and organizations within project impacted communities, ██████████ will establish clear communication and develop pathways to share important information about workforce training, hiring, and procurement opportunities. In addition, ██████████'s Human Resources team will bring prior experience in talent acquisition, talent management, and recruitment to identify, attract, and retain employees of the Facility.

At ██████████, we are guided by our vision and values, which includes our commitment to QHSE (Health, Safety, and Environment). Health and safety is our first priority, always, and ██████████ is dedicated to providing a safe, healthy, and environmentally sustainable workplace for our workers, partners, and clients. To achieve this, ██████████ have established management systems covering all of our activities that comply with all relevant statutory requirements and the ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 certification standards. In addition, ██████████ has systems and policies in place to track and investigate workplace incidents as well as loss prevention procedures.

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██████████ will support equitable, state-wide access to opportunities in the OSW sector through a variety of initiatives, including but not limited to:

- Workforce program awareness campaigns
- Meetings with local union representatives
- Curriculum development for existing workforce training programs
- Hosting apprentices who are completing job training
- Recruiting students for apprenticeship and or training opportunities
- Hosting job fairs for existing local workers in various trades
- Hosting site visits at the Facility
- ██████████ financial contribution to a selected educational institution or workforce development program administrator

### 3 H.2 Labor Engagement

Labor unions and organizations – including trade organizations and councils, and their representatives– will play a key role in building a more diverse workforce and delivering a just transition to a clean energy economy. ██████████ has identified labor unions with a presence in ██████████ ██████████ or the larger ██████████ ██████████ area that may be able to provide labor for the Facility. ██████████ will engage with labor unions during the construction, operations, and maintenance phases of the Facility, where applicable and appropriate.

██████████'s Head of Human Resources, ██████████ will fulfil the role of Labor Liaison. ██████████ has worked for ██████████ for almost 10 years and was appointed to her current position in 2020. ██████████ previously served as the ██████████ for the firm. ██████████ leads the planning and implementation of ██████████'s Human Resources strategy and has significant experience sourcing and managing talent. As Labor Liaison, ██████████ will manage communications and foster relationships with local labor unions relevant to the Facility.

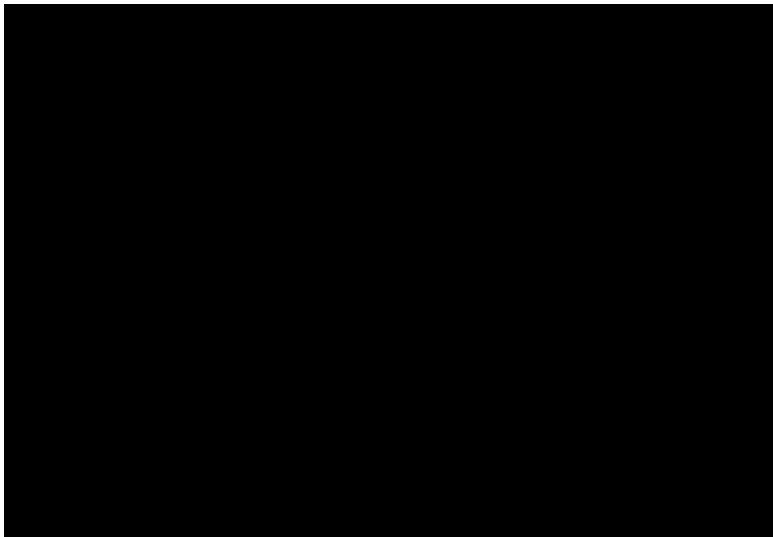
Our Labor Liaison will work with ██████████ leadership to conduct outreach to labor unions to begin developing a collegial relationship with relevant union leaders and members. ██████████ will consider partnerships and potential Project Labor Agreements (PLAs) or Labor Peace Agreements (LPAs) with local unions. At this moment ██████████ has not commenced conversations with labor unions about PLAs or LPAs. However, ██████████ will engage with unions in good faith to pursue and negotiate PLAs or LPAs where appropriate and applicable.



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Where possible, [REDACTED] will collaborate with labor unions to develop pre-apprenticeship programs as well as opportunities for training, certification, and additional workforce development initiatives. Furthermore, [REDACTED] will identify programs and opportunities that encourage the participation of MWBEs, SDVOBs, and DACs, including developing new programs for individuals and firms within DACs where these may be needed and appropriate.

[REDACTED] has identified a number of labor unions that may be relevant to construction, operations, or maintenance activities at the Facility. Labor unions preliminarily identified by [REDACTED] as being both relevant to the Facility and within or nearby the [REDACTED] area are listed below. This list is not exhaustive:



[REDACTED] will communicate with labor unions in New York by drawing on our prior experience conducting outreach and engagement activities [REDACTED]. We have previously consulted with labor unions and intend to approach communications and engagement with labor unions in the U.S with our core values of respect, integrity, and honesty in mind.

#### **4 H.3 Project Labor Agreements**

As described above in section H.2, at the time of this submission [REDACTED] has not yet initiated conversations with labor unions in New York State about PLAs or LPAs. [REDACTED] recognizes the importance of engaging with local labor unions relevant to the Facility and will conduct outreach and engagement activities with labor organizations as part of the proposed Stakeholder Engagement Plan (SEP), described in detail in section C.2.C7 of the Supply Chain Investment Plan.

[REDACTED] understands that one of the benefits that a PLA could offer to the Project would be in the form of potential cost savings. At this stage in the Project, [REDACTED] has not yet identified what the cost savings or additional benefits associated with a PLA would be for this Facility.



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## 5 H.4 Industry Wide Training and Education

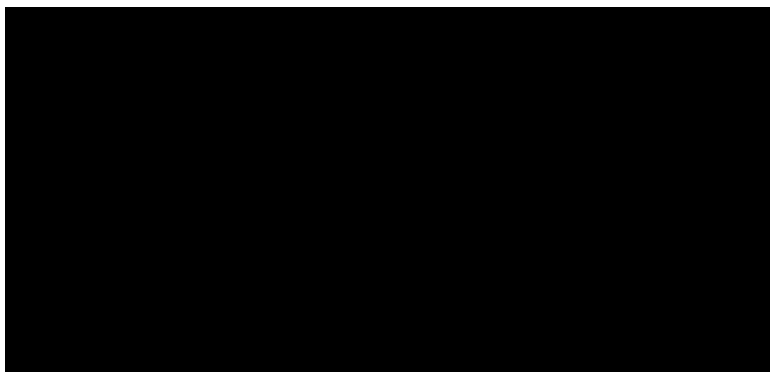
As part of our commitment to workforce development and training initiatives, [REDACTED] intends to make an initial [REDACTED] financial contribution to a selected educational institution or workforce development program administrator. This funding will help to bolster existing workforce training and education programs and is [REDACTED]'s first step towards building new paths to access the workforce and economic opportunities the Facility, and the industry at large, will bring.

Due to its central location in the [REDACTED], residents near the Facility would be able to benefit from the existing workforce development programs across New York State. Relative to the rest of the state, Southern New York has a high concentration of standalone workforce programs, which are relatively accessible from [REDACTED] [REDACTED]. For example, the Finishing Trades Institute International has a specific location in the [REDACTED] which benefits union members in this region.

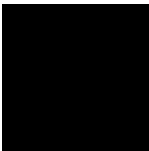
[REDACTED] has identified the following standalone workforce programs in New York State that are accessible to residents in the [REDACTED] region:

- NYSERDA's Clean Energy Internship Program
- NYSERDA's Climate Justice Fellowship
- IBEW Training Center
- [REDACTED] Offshore Wind Workforce Development Fund
- On The Job Training
- Finishing Trades Institute International

In addition to these workforce programs, [REDACTED] has identified various groups and organizations that are involved in workforce development, education, and training industries:



Beginning in [REDACTED], [REDACTED] will endeavor to support enrollment in these existing workforce programs by:



- 
- Organizing local awareness campaigns
  - Meeting with local union representatives
  - Maintaining membership and participation in local chambers of commerce
  - Contributing to curriculum development for existing workforce training programs
  - Conference and event attendance and tabling
  - Informal networking

These efforts will be bolstered in [REDACTED] with the addition of:

- Recruiting students for workforce training opportunities
- Hosting job fairs for local high school and community college students, as well as existing local workers in various trades
- Hosting Facility site visits

In addition to workforce programs, pre-apprenticeship and apprenticeship programs are also key opportunities for supporting the growing offshore wind supply chain workforce. [REDACTED] is committed to supporting existing apprenticeship programs as part of our overall workforce development, hiring, training, and education goals. [REDACTED] will support existing apprenticeship programs at the commencement of Facility construction in [REDACTED] by:

- Organizing local awareness campaigns
- Meeting with local union representatives
- Maintaining membership and participation in local chambers of commerce
- Conference and event attendance and tabling
- Informal networking

These efforts will continue with the commencement of Facility operations in [REDACTED] with the addition of:

- Creating opportunities at the Facility for apprentices to complete their job training
- Recruiting students for workforce training opportunities
- Hosting job fairs for local high school and community college students, as well as existing local workers in various trades





- Hosting Facility site visits

All of the above activities related to workforce and apprenticeship programs will continue throughout the Facility's operations to encourage offshore wind career growth with current and future workforce members.

Workforce development, including access to training programs, mentorship, and jobs, is a critical pathway towards ensuring that the benefits of the offshore wind industry help to open new opportunities for creating generational wealth, and are equitably shared with members of DACs. [REDACTED] recognizes and supports NYSERDA's interest in investing in an ecosystem that creates economic opportunity for DACs and EJ communities, as well as addressing the systemic inequities that have historically affected geographies near the potential Facility areas. [REDACTED] will make good faith efforts to train, recruit, and hire from project impacted communities as well as residents of DACs and EJ communities.

In addition to the activities described above, [REDACTED] will engage with and coordinate with the Jobs and Supply Chain Technical Work Group (JSC-TWG) about relevant opportunities and programs within the offshore wind workforce training ecosystem.

## 6 H.5 Just Transition

As [REDACTED] prepares to engage the communities surrounding the Facility in the workforce and economic opportunities it brings, we are mindful of the need to include current, former, and displaced fossil fuel workers in our plans. Aligned with the goals of the just transition, [REDACTED] will explore opportunities for engaging displaced fossil fuel workers within our workforce development and training endeavors. For example, there are [REDACTED]. Although this proposed Facility will not directly impact or be impacted by the imminent [REDACTED] closures in [REDACTED], [REDACTED] understands the importance of supporting workforce development initiatives that benefit displaced workers, particularly those that reside in DACs and EJ communities. As [REDACTED] develops and initiates stakeholder outreach and engagement activities, along with workforce development programs and partnerships, [REDACTED] will pay special attention to displaced fossil fuel workers and their unique needs.



## 7 H.6 Job Commitments

JW ID	Detailed Description
JW2-009	Jobs that are primarily responsible for the development and construction (including new work, additions, alterations, maintenance, and repairs) of industrial and manufacturing buildings (except warehouses).
JW4-011	New jobs created in establishments primarily engaged in [REDACTED]
JW4-012	New Jobs created in establishments primarily engaged in providing professional architectural, engineering, and other technical services.
JW4-013	New jobs created in establishments primarily engaged in providing a range of day-to-day office administrative services, such as financial planning; billing and recordkeeping; personnel; and physical distribution and logistics, for others on a contract or fee basis.
JW4-014	Existing jobs sustained annually in establishments primarily [REDACTED]
JW4-015	Existing jobs sustained annually in establishments primarily engaged in providing professional architectural, engineering, and other technical services.
JW4-016	Existing jobs sustained annually in establishments primarily engaged in providing a range of day-to-day office administrative services, such as financial planning; billing and recordkeeping; personnel; and physical distribution and logistics, for others on a contract or fee basis.

Table H.1: Jobs and Workforce Claims

### H.6.1 Category 2 Jobs

The construction, operations, and maintenance of the proposed Facility will spur new jobs and procurement opportunities, among other economic benefits. The development and construction costs of the proposed Facility is estimated at [REDACTED] which is estimated to generate approximately 2,713



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jobs during the construction phase (██████████). Direct jobs are short-term opportunities that are created through the development and construction of the Facility itself. The indirect jobs include ones that are created within Category 2-related supply chain and procurement. Induced jobs arise due to increased household spending within businesses that offer goods and services in the home regions of employees whose jobs have been created through direct and indirect impacts. For a more in-depth explanation of the estimated economic benefits from the proposed Facility please see section C.2.C.10.

A total of 1,698 jobs will be directly supported by the development and construction of this Facility. Projections estimate a need for 358 jobs across local suppliers and subcontractors to the construction industry (such as those providing goods and materials), and other 657 jobs will be supported within associated industries (such as retail and personal services) as a result of household income spending in the area.

About a quarter of all Category 2 jobs comprising the development and construction of the Facility are in the construction and extraction occupations (27.7%). These occupations have average annual compensations around \$69,950, which is 44.9% of ██████████ ██████████ median income (\$155,822) and 64.8% of ██████████ ██████████ median income (\$107,972). Jobs with wages over the ██████████ ██████████ median income (\$100,916), such as management occupations (\$166,350), business and financial operations occupations (\$113,650), and architecture and engineering occupations (\$112,600), account for 54.2% of total indirect jobs created.

#### **H.6.1.1 Category 2 Job Benefits to DACs**

██████████ recognizes that the CLCPA sets a collective goal for 35% of climate action benefits derived from offshore wind to go toward New York’s disadvantaged communities. Based on this state-wide goal, the number of DACs in proximity to the proposed Facility, and the existing employment, educational, and demographic conditions within those DACs, ██████████ intends to set a 21% target to deliver jobs to DACs through the construction and development of our facility.

DACs are estimated to receive 21% of all 2,056 new direct (1,698 jobs created at the Facility) and indirect jobs (358 jobs within its supply chain ecosystem) created through the development and construction of the Facility (refer to Section 11.3.1.2 of our Supply Chain Investment Plan for the methods by which ██████████ established this percentage). This will result in approximately 440 unique job positions as stated in Part 3.2 of the data form.

DACs across the ██████████ region will be engaged to ensure that the benefits of these jobs are distributed equitably across local communities to successfully realize this commitment. ██████████ recognizes the importance of investing in the economic development of DACs in New York and is committed to collaborating with developers, NYSERDA, and the offshore wind industry to support the targets set by the CLCPA.

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### H.6.1.2 Category 2 Job Benefits to MWBEs/SDVOBs

New York State Executive Article 15-A sets a goal of 30% MWBE participation in state procurement, and [REDACTED] believes that meeting this target goal is possible across Category 2 procurement.<sup>12</sup> Based on the assumptions described in Section 11.3.1.3 of our Supply Chain Investment Plan, there is precedent for meeting the 30% target. Therefore, out of a total of 1,698 direct construction jobs generated by the Facility, 509 could be generated through subcontracts with MWBEs and/or SDVOBs. Out of a total of 358 indirect construction and development jobs generated by the Facility, 107 could go towards MWBEs and SDVOBs that are embedded in the Facility's supply chain. Indirect jobs may include architectural, engineering, and related services; retail and building material supplies; whole goods; employment services; commercial and industrial machinery and equipment rental and leasing; and others.

### H.6.2 Category 4 Jobs

[REDACTED]'s Facility is set to be fully operational from [REDACTED]. It will begin operations with a total of 201 full time employees. Direct jobs are those that are created through the [REDACTED] operations of the Facility itself. The indirect jobs include ones that are created within the [REDACTED]-related supply chain and procurement. Induced jobs arise due to increased household spending within businesses that offer goods and services in the home regions of employees whose jobs have been created through direct and indirect impacts. For further detail on Category 4 economic benefits please see section C.2.C.10.

This Facility is estimated to generate 383 jobs during the first five years of its operations. Jobs directly associated with the energy [REDACTED] industry will increase by 201. Projections estimate 77 new jobs for local suppliers and subcontractors to the Facility's operations (i.e., [REDACTED]) and maintenance industries (such as those providing goods and materials), and other associated industries (such as retail and personal services) will see an increase of 105 jobs as a result of household income spending in the area.

The Category 4 jobs associated with the operations and maintenance represent over a third of all direct, indirect, and induced jobs created and are mainly in production occupations (22.2%). This occupation has average annual compensation of \$64,754, which is 41.6% of [REDACTED] [REDACTED] median income (\$155,822) and 60% of [REDACTED] [REDACTED] median income (\$107,972). Jobs with wages over the [REDACTED] [REDACTED] median income, such as architecture and engineering occupations (\$112,600), management occupations (\$166,350), business and financial operations occupations (\$113,650), and

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1 Justia. NY Exec L313. 2015. <https://law.justia.com/codes/new-york/2015/exc/article-15-a/313/>

2 New York State Department of Labor. Participation by Minority Group Members and Women With Respect to State Contracts: Requirements and Procedures. 2022. <https://dol.ny.gov/system/files/documents/2022/03/appendix-mwbe-mwbe-eeo-requirements-andprocedures.pdf>

computer and mathematical operations (\$142,900), account for the majority of total indirect jobs created (87%).

#### **H.6.2.1 Category 4 Job Benefits to DACs**

█████ intends to set a 19% target to deliver jobs to DACs through the operations and maintenance of our facility. DACs are estimated to receive 19% of all 278 new direct and indirect jobs created through the construction and development of the Facility. This includes 38 jobs created at the SCIP facility and 15 jobs created within its supply chain ecosystem. The median income of these Category 4 jobs (\$85,164) is well above the median income for DACs in ██████ (\$47,598), confirming the opportunity of this industry to meaningfully advance economic prospects for communities.<sup>3</sup>

DACs are estimated to receive 19% of all 278 new direct and indirect jobs created through the construction and development of the Facility. This includes 38 jobs created at the SCIP facility and 15 jobs created within its supply chain ecosystem. ██████'s methodology for establishing this 19% goal is based on educational attainment in DACs within a 24-mile radius of the proposed Facility, as described in Section 11.4.1.2 of our Supply Chain Investment Plan; the only variation in the analysis is the use of educational requirements for operations and maintenance jobs as opposed to construction and development jobs.

Compared to Category 2 development and construction jobs, there is a slightly wider educational mismatch within DACs for Category 4 jobs, leading to the lower commitment percentage (19% compared to 21%). Approximately 48% of all new jobs require a high school diploma or less, and 60.5% of DACs residents aged 25 and over within the 24-mile radius fit this profile based on current educational attainment, demonstrating a greater concentration of available workers than jobs created within those workers educational profiles. Additionally, 25.3% of all new jobs are concentrated in industries that require a Bachelor's, Master's or Doctoral degree, while only 20.3% of DAC residents hold a Bachelor's degree or higher.<sup>4</sup>

Because the timeframe for Category 4 operations and maintenance jobs is expected to be longer and begin later in time than Category 2 jobs, understanding the mismatch between existing educational attainment in DACs and new job requirements is a critical first step to begin addressing this disparity. DACs across the ██████ region will be engaged to ensure that the benefits of these new jobs are distributed equitably across local communities to successfully realize this commitment. ██████ recognizes the importance of investing in the economic development of DACs in New York and is committed to

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<sup>3</sup> ACS 2015-2019 estimates

<sup>4</sup> 2015-2019 ACS estimates



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collaborating with developers, NYSERDA, and the offshore wind industry to support the targets set by the CLCPA.

#### **H.6.2.2 Category 4 Job Benefits to MWBEs/SDVOBs**

New York State Executive Article 15-A sets a goal of 30% MWBE participation in state procurement.<sup>5</sup> Businesses can take advantage of new direct jobs generated through subcontracted Category 4 operations and maintenance contracts and indirect jobs generated through the procurement of components down the supply chain required for the Facility's operations and maintenance.

In contrast to Category 2-related procurement, Category 4 operations and maintenance components and services are more difficult to procure locally because of the high degree of [REDACTED] required for [REDACTED]. While there are 98 existing MWBEs and 19 SDVOBs in the [REDACTED] region in Category 4 industries (based on NAICS codes relevant to the operations and maintenance of a [REDACTED] facility), the specialization of large portions of the [REDACTED] components makes their incorporation into the supply chain more challenging. Based on the assumptions described in Section 11.3.2.2 of our Supply Chain Investment Plan, [REDACTED] estimates that only 20% of [REDACTED] can be procured locally.

[REDACTED] estimates that 201 direct operations and maintenance jobs will be generated by the Facility. Since these jobs will be generated at the Facility itself and not through subcontracts, no direct jobs are expected to be absorbed by MWBEs/SDVOBs. Out of a total of 77 indirect operations and maintenance jobs generated by the Facility, up to five jobs will be added within MWBEs/SDVOBs that are embedded in the facility's supply chain. Indirect jobs may include architectural, engineering, and related services; office administrative services; whole goods; truck transportation; and employment services.

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<sup>5</sup> 6 Justia. NY Exec L313. 2015. <https://law.justia.com/codes/new-york/2015/exc/article-15-a/313/>