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SUBMISSION FOR PURCHASE OF OFFSHORE WIND RENEWABLE ENERGY CERTIFICATES

ORECRFP24-1

PUBLIC

SEPTEMBER 9, 2024

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Section 11.0 New York Jobs and Workforce Plan

Response to New York State Energy Research and Development Authority Request for Proposals ORECRFP24-1



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SECTION 11

NEW YORK JOBS AND WORKFORCE PLAN

11.1 NEW YORK JOBS AND WORKFORCE PLAN SUMMARY

Vineyard Offshore, in accordance with the New York State Research and Development Authority's (NYSERDA's) 2023 Clean Energy Industry Report,¹ is committed to addressing the significant hiring challenges clean energy employers face and the critical need for greater workforce diversity. Our approach is centered on advancing a just transition that upholds racial, economic, and environmental justice (EJ), with a particular emphasis on Disadvantaged Communities (DACs).





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¹ See: <u>2023 New York Clean Energy Industry Report</u>.

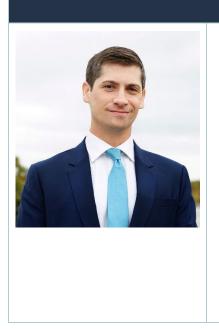
Offshore is devoted to creating a just and equitable energy future that benefits all New Yorkers, particularly those in communities where the Project will have a direct presence.

11.2 LABOR ENGAGEMENT

11.2.1 Labor Liaison

Vineyard Offshore's labor engagement efforts in New York are overseen by Blake Hyatt, New York Labor Relations Manager (see Figure 11.2-1). Blake is an integral part of our external affairs team and collaborates closely with the development and commercial teams. He reports directly to Jennifer Cullen, Director of Labor, Workforce, and Local Content.

Figure 11.2-1Vineyard Offshore's Labor Liaison



Labor Liaison

Blake Hyatt

New York Labor Relations Manager

As Labor Relations Manager, Blake will maintain Vineyard Offshore's relationships with local unions and labor organizations and will support the negotiation and implementation of a PLA for Vineyard Offshore's work in New York. Blake brings 18 years of experience in local government and community organizing to Vineyard Offshore. For the past five years he worked on Long Island for Suffolk County, serving as Deputy Commissioner of Labor and Assistant Deputy County Executive. There, he led the county's efforts to develop the Brentwood Center, a community resource and workforce training center focused on preparing community members for careers in offshore wind and advanced manufacturing. This project included the negotiation of a PLA governing construction of the Brentwood Center. Blake has also served as an Engineer Officer overseeing construction project for the New York Army National Guard since 2016. Blake earned his master's degree in public policy from Harvard's Kennedy School of Government and his bachelor's degree in sociology and politics from Brandeis University.

Blake is leading efforts to forge partnerships with New York's pre-apprenticeship programs, with a focus on enhancing diversity within the construction trades across the region. He is also actively working to increase awareness about offshore wind careers in DACs by establishing partnerships with high schools and community colleges to promote career opportunities in the construction trades. These partnerships will include scholarship programs and wraparound services to support students interested in apprenticeships within the offshore wind industry.

Vineyard Offshore is also planning to collaborate with an educational partner to develop virtual reality environments that will introduce youth and job seekers to the various construction trades involved in offshore wind projects.

All these

initiatives will be designed with a strong focus on DACs and will be implemented in coordination with Vineyard Offshore's workforce development and community engagement programs whenever possible.

11.2.2 Labor Union Stakeholder Engagement in New York

Vineyard Offshore's engagement with New York labor unions and workforce stakeholders has been established over several years, beginning as Vineyard Wind and continuing under the Vineyard Offshore name. We have a proven history of working with stakeholders involved in PLA negotiations, pre-apprenticeship programs, workforce training, and related initiatives. Our ongoing collaborations are demonstrated by the letters of support included as Attachment 8.3-2.

We have conducted extensive outreach with our union partners in New York. For example, our New York-based team has visited training centers and met with the staff of several local unions in person. We have been invited to the International Brotherhood of Electrical Workers (IBEW) National Electrical Contractors Association (NECA) Offshore Wind Summit for the past two years.

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Vineyard Offshore intends to establish and maintain consistent communication with labor unions, workforce training providers, and other relevant stakeholders. As outlined in Section 8.3, we use various methods to share information and engage with stakeholders, regularly reviewing and adjusting our approach to enhance its effectiveness. Our approach for engaging labor union stakeholders in PLA and LPA negotiations is detailed in Section 11.3. The primary activities we expect to undertake during the Project's development phase with labor unions, workforce training suppliers, and other relevant stakeholders include the following:

- Commence and conclude PLA- and LPA-related negotiations with the appropriate labor union counterparties.
- Support labor union training and readiness through a detailed analysis of the training and certifications required by trade and scope.
- Commence and conclude the development of the New York Hiring Plan for the Project, as discussed in Section 11.4.2, and begin implementation with labor, workforce, training, education, and community partners.
- Collaborate on the development and roll-out of pre-apprenticeship and workforce training programs, with a focus on DAC residents.
- Continue engagement and dialogue with labor unions and other stakeholders involved in Jobs and Supply Chain Technical Working Group (JSC-TWG) and the New York Offshore Wind Alliance.
- Identify just transition opportunities in the clean energy economy for labor unions and other fossil fuel workers displaced by the clean energy transition.

To secure the success of these communication and engagement efforts, Vineyard Offshore will maintain strong internal coordination between our labor, workforce, and community engagement teams. On Vineyard Wind 1 and within Vineyard Offshore, these teams work in constant collaboration. Members of both teams are cross-trained in labor, workforce, and



community engagement, allowing communication and engagement activities to be closely coordinated.

11.2.3 Partnership

In designing any partnership or funding initiatives, Vineyard Offshore will consult with labor unions and other stakeholders. We also expect to build on our Vineyard Wind 1 experience and incorporate lessons learned from New York's earlier offshore wind projects. Partnerships and collaborations will also seek to take advantage of the existing robust training programs that key labor unions, NYSERDA, and others have established and leverage federal or state funding opportunities where possible.

We are also actively negotiating partnerships with labor union stakeholders to fund wraparound services supporting New York's pre-apprenticeship programs. We fully expect additional partnerships and/or collaborations will materialize in conjunction with PLA negotiations, as part of the New York Hiring Plan development process, and/or in connection with efforts to realize a just transition. Several labor union stakeholders, including pre-apprenticeship program managers, whom we met with while preparing this ORECRFP24-1 submission (this "Submission"), stated their interest in discussing partnership or funding opportunities in a post-award context once Project footprints, job numbers, and timelines are clear.

11.2.4 Commitments and Requirements

Vineyard Offshore's Submission includes commitments to deliver benefits to DACs and contract Minority- and Women-Owned Business Enterprises (MWBEs) and Service-Disabled Veteran-Owned Businesses (SDVOBs) into the Project. ORECRFP24-1 also includes a series of labor requirements, such as paying prevailing wages, negotiating one or more PLAs, adhering to LPA requirements, and maximizing opportunities for members of DACs, New York State-certified MWBEs, and New York State-certified SDVOBs.

Vineyard Offshore intends to incorporate these commitments and requirements into our procurement process, PLA(s) and LPA(s), and supplier contracts appropriately. Doing so will make certain we meet our targets and comply with our contractual obligations as established in the Offshore Wind Renewable Energy Standard Form Purchase and Sale Agreement (the "OREC PSA") executed for the Project.

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11.3 PROJECT LABOR AGREEMENTS

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

11.3.1 Labor Agreement Benefits

PLAs apply to offshore wind construction activities and offer potential cost savings and other benefits relative to an offshore wind project not covered by a PLA. PLAs deliver benefits because they are a uniform and comprehensive agreement that standardizes the terms and conditions across various scopes, subcontractors, and the building trades responsible for those scopes. In this way, PLAs serve as a construction management tool for offshore wind that delivers cost savings and better ensures on-time and on-budget project completion.

PLAs result in direct labor cost savings for offshore wind project by standardizing contract terms across various collective bargaining agreements in relation to the hours of work, number of paid holidays, expanded use of apprentices, adjusting overtime, and/or eliminating shift differential premium pay. PLAs can also achieve cost savings through the following:

- Avoided Redundancies: PLAs eliminate the risk of redundant workers on a project by defining clear roles for each union or building trade council, allowing for better coordination, and establishing labor harmony provisions for cross-jurisdictional work.
- Avoiding Delays: PLAs often include no strike/no lockout, no slowdown, or disruptions provisions; common contract expiration dates; and expedited, final, and binding dispute resolution mechanisms that keep projects moving forward in a timely and efficient manner while allowing any disputes to be resolved simultaneously by a neutral third party in a definitive fashion.
- **Workforce Recruitment:** PLAs create efficiencies with respect to hiring a reliable source of skilled and experienced workers and ensuring that they show up on time.

Aside from cost savings, PLAs position unions and developers as partners and provide opportunities to collaboratively train and diversify a skilled American offshore workforce. Such collaborations are essential to ensure the rapid expansion of this workforce in the short-to mid-term to meet the increasing demand for union labor in the United States (US) offshore wind sector.

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Vineyard Offshore expects that any PLA negotiated for the Project will result in some or all the previously described benefits. LPAs can deliver similar benefits to offshore wind projects by establishing clear lines of contact between a project and a union, along with rules of engagement, while preserving a project's discretion to implement their own hiring standards or requirements and preventing work stoppages, slowdowns, picketing, and boycotts.

11.3.2 Labor Agreement Experience

Vineyard Offshore is building on a record of strong commitments to union jobs and a local, diverse workforce established on Vineyard Wind 1. Vineyard Wind was the first offshore wind developer to successfully execute a PLA for the construction of an offshore wind project. Jennifer Cullen, along with key members of the Vineyard Offshore team, spent more than three years negotiating with the Southeastern Massachusetts Building Trades Council to finalize the industry's first offshore wind PLA (see Attachment 11.3-1). The PLA was signed at a public ceremony on July 16, 2021 (see Figure 11.3-1).





Note:

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



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

- Job Training and Employment: The parties, including contractors² and unions, will exert their best faith efforts to (1) train and employ Southcoast residents; Mashpee and Aquinnah Wampanoag Tribe members; Black, Indigenous, and People of Color (BIPOC), and women, and (2) facilitate the utilization of MWBEs for contracts on the project. In support of this effort, Vineyard Wind is providing up to \$500,000 to Building Pathways and similar programs to help recruit, train, and employ local, BIPOC, and women apprentices for work in offshore wind.
- Diversity Training: Diversity training will be required before anyone can begin working on the job site. Prospective employees will be paid for all time spent in diversity training, and successful completion of that training will be a condition of obtaining employment on the project. Refresher and new diversity courses may be offered to employees, as needed.
- Diversity Equity, and Inclusion (DEI) Targets: The PLA includes hiring goals for women, BIPOC, and local resident employees for onshore work: 51% of the workforce should be residents of Bristol, Plymouth, Barnstable, and Duke Counties; 20% of the workforce should be BIPOC; and 10% of the workforce should be women. Vineyard Wind is requiring contractors to submit plans for advancing the goals of 10% women and 20% BIPOC workers on the project.
- Access and Opportunity Committee: To implement and monitor progress on the workforce hiring goals, training, and anti-discrimination policies, Vineyard Wind, contractors, and unions have formed an Access and Opportunity Committee. This committee will serve as the central forum for representatives of all interested or affected parties to exchange information. Among other things, the committee is assessing the obstacles that prevent or limit the inclusion of BIPOC and women in construction opportunities and making recommendations for additional programmatic efforts to overcome some of those obstacles.

Vineyard Offshore has received significant interest in the DEI provisions included in this industry-first PLA from the Biden Administration and Department of Labor. In particular, Access and Opportunity Committee initiatives are seen as an important driver to advance DEI in a primarily white, male union workforce. Vineyard Offshore will seek to build on this framework, using the PLAs negotiated for the Project as a vehicle to build collaboration between the Vineyard Offshore, our contractors and subcontractors, and our labor union and community partners.

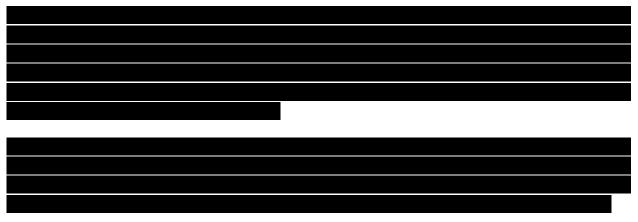
² Contractors is defined to include project prime contractors and "all contractors and subcontractors of whatever tier engaged in on-site construction work within the scope of" the PLA.



11.3.2.1 Vineyard Wind 1 Project Labor Agreement Targets

About 500 union jobs were committed in the PLA, which incorporated onshore and offshore aspects of the project. In support of this and our "Look Local First" commitment, Vineyard Wind held a series of workforce events and career fairs to inform residents about job opportunities on the project. The project team also spearheaded efforts to recruit women union construction workers into the offshore space and established a zero-tolerance policy for harassment on worksites, created a system of regular safety check-ins for women who go offshore to work, and performed a review of all project vessels to make sure they have proper accommodations to fulfill the privacy and safety needs of both male and female crew members.³

As a result of these and other efforts, the project has delivered over 1,100 union jobs, more than doubling the anticipated outcome of the PLA. Of these jobs, more than 70% are local hires sources from the four counties of Southeastern Massachusetts (see Attachment 11.3-1). These jobs have provided opportunities for the local union workforce to participate in new and specialized aspects of offshore wind construction.



11.3.3 Labor Agreement Approach



11.3.3.1 Project Labor Agreement Negotiations

³ Additional information about these efforts and the Vineyard Wind 1 "Look Local First" commitment is provided in Attachment 8.4-2.





11.3.4 Labor Peace Agreement Negotiation Approach



⁴ See: "North America's Building Trades Unions and Ørsted Agree to Build an American Offshore Wind Energy Industry with American Labor."



11.4 INDUSTRY-WIDE TRAINING AND EDUCATION

New York is leading the emerging offshore wind industry in developing training opportunities for the future of its workforce. NYSERDA, educational and workforce institutions, labor unions, and incumbent developers have made significant investments in offshore wind training programs and facilities.⁵ We are committed to collaborating, investing, and developing partnerships within New York State's offshore wind workforce training ecosystem. We recognize the critical importance of collaborative partners within communities, industry, labor, academia, and government. Through extensive stakeholder outreach and research, we have identified essential opportunities for partnership with academic institutions and training facilities to meet the demands of the offshore wind industry.



11.4.1 Workforce Development Framework

Vineyard Offshore is committed to developing offshore wind projects that create significant and lasting economic opportunities for all New Yorkers. Building on our successful experience with Vineyard Wind 1, we plan to implement a collaborative, flexible, and community-led workforce development framework that serves a diverse range of stakeholders, including Tribal Nations, DACs, other host community residents, fishermen, technical and professional workers, and others.

Our initiatives align with the Project's specific workforce needs and timelines and are tailored to benefit the unique communities across New York. By partnering with local stakeholders and leveraging existing resources, we aim to meet industry demands, promote economic growth, and empower communities throughout the state.

⁵ Vineyard Offshore previously conducted an "opportunity" analysis informed by desktop research and extensive stakeholder outreach to better understand New York offshore wind training efforts underway and in the planning stages. This is analysis is provided as Attachment 11.4-1.



11.4.1.1 Strategic Approach

To achieve our objectives, we plan to build upon the established ecosystem of training programs, funding, and opportunities provided by NYSERDA, community organizations, academic institutions, labor unions, and other offshore wind developers. Drawing from our Vineyard Wind 1 experience, we will identify and address critical workforce development needs, ensuring our programs remain practical and relevant in a rapidly evolving sector.

In October 2023, we strengthened our commitment to enhancing New York's workforce by hiring Marlena Fitzpatrick to serve as our New York Workforce Development Manager. Under the leadership of Jennifer Cullen, and in collaboration with Blake Hyatt, Marlena oversees the implementation of educational programs, training initiatives, and community partnerships that conform to the offshore wind industry's evolving requirements.

As the Project moves forward, our New York workforce development and labor team will be focused on the following:

- Collaborating with Stakeholders: Partnering with NYSERDA, New York-based academic institutions, labor unions, local training facilities, and community organizations to identify workforce needs and develop targeted training programs that equip New Yorkers with the necessary skills for careers in the offshore wind industry
- Prioritizing Just Transition: Ensuring that Tribal Nations and DACs are central to workforce development efforts by promoting equitable access to training and employment opportunities within the state's growing clean energy sector
- Implementing Outreach and Support Services: Working with local organizations to provide comprehensive support services, including career counseling and job placement assistance, to help trainees transition into long-term employment within the offshore wind industry
- Monitoring and Evaluating Progress: Developing and using metrics to assess the effectiveness of workforce initiatives, allowing for data-driven adjustments that align with Vineyard Offshore's sustainability, equity, and community benefit goals
- Building Sustainable Partnerships: Establishing and maintaining strong relationships with educational institutions, industry partners, and community leaders to create a continuous and reliable pipeline of qualified workers to meet the ongoing needs of New York's offshore wind industry

11.4.1.2 Impactful Benefits for New York

Our programs and initiatives are designed to drive New York's just transition to an equitable clean energy economy by the following:

1. **Adapting to Industry Evolution:** We will remain flexible and responsive to changes in the US offshore wind industry and New York's workforce landscape and ensure that our



efforts to expand access to education, training, and employment opportunities continue to prioritize climate justice.

- Focusing on Local Hiring: We will prioritize hiring from local communities, particularly DACs potentially impacted by the Project. As our Project's footprint becomes more defined, we will actively pursue efforts to include these communities in workforce opportunities.
- 3. **Tailoring Community-led Programs:** Our hyper-local strategies will address specific challenges and leverage the strengths of New York's diverse communities, particularly in areas like the Bronx, to create inclusive and effective workforce initiatives.
- 4. **Overcoming Barriers:** We will work to dismantle financial, educational, and resource barriers faced by Tribal Nations, DACs, and other underserved communities, fostering greater diversity and inclusion within the offshore wind sector.
- 5. **Establishing Flexible Partnerships:** We will cultivate partnerships that adapt to the Project's scope, timeline, and workforce needs, formalizing collaborations as these needs become apparent.

11.4.2 New York Hiring Plan

Vineyard Offshore is committed to developing a comprehensive hiring plan for the Project, strongly emphasizing diversity, equity, inclusion, and justice and prioritizing opportunities for DACs. The New York Hiring Plan will, among other things, clearly outline the Project's workforce needs and the necessary education, training, and certification requirements. This will enable job seekers to map career paths in offshore wind and help education providers conform their programs to Project demands.

Our New York Hiring Plan will aim to directly address existing workforce hiring challenges and barriers that prevent DAC access to the benefits of offshore wind, focusing on building a diverse, skilled workforce capable of meeting the demands of the offshore wind industry. To do so, the New York Hiring Plan will include community-led awareness, recruitment, and capacity-building initiatives, empowering local stakeholders to collaborate on workforce development strategies focused on equity and inclusion.

New York Hiring Plan development will be a collaborative effort, with input from Tribal Nations, DAC stakeholders, NYSERDA, unions, academic institutions, fishermen, and other relevant parties. Local communities will be actively involved through listening sessions. Vineyard Offshore has already partnered with several DAC organizations to support this initiative, as described in the section that follows. Lastly, the New York Hiring Plan will conform to New York's existing offshore wind training initiatives and may include community assessments.



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11.4.2.1 New York Hiring Plan Partners

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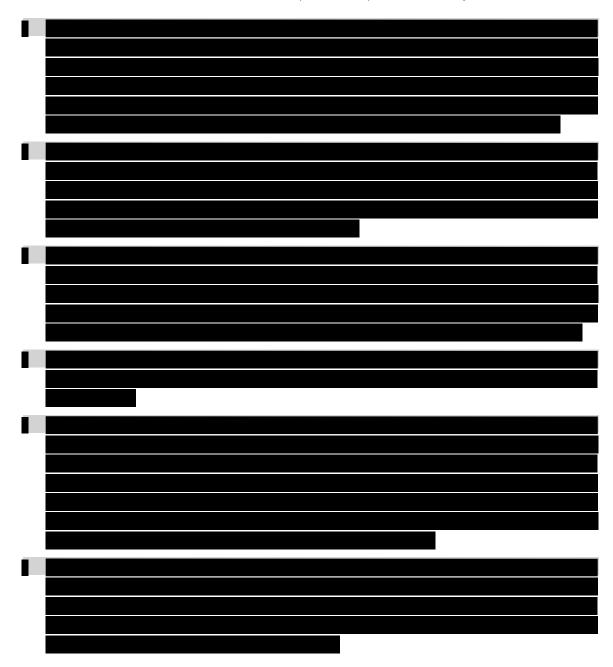
Vineyard Offshore is committed to continuing our education efforts and will advance a series of initiatives and programs in partnership with organizations like those mentioned previously.

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Additionally, we plan to pursue further youth education partnerships following ORECRFP24-1 contract award and execution.

11.4.2.2.1 Education Partners

Vineyard Offshore will explore several different structures toward partnerships for educational programming. We have executed LOIs with the following organizations and institutions listed (see Attachment 11.2-1) and will seek additional partnerships as necessary:



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11.4.2.3 Scholarships and Wraparound Services Support

To help DAC and community residents access offshore wind careers, Vineyard Offshore will establish a scholarship fund to provide financial assistance and wraparound services for those pursuing necessary training, certification, or degrees relevant to the industry. The scholarship fund will be refined post-award, consistent with existing financial aid programs, and will maximize access to offshore wind careers for DACs and other underserved populations.

11.4.2.4 Training and Workforce Readiness

Vineyard Offshore understands the critical need to prepare both the current workforce and future generations for careers in offshore wind. To ensure this, we are focused on expanding training capacity, developing educational programs, participating in community events, and creating opportunities for individuals to connect with and learn about the industry.



11.4.3 Funding Commitment



11.5 JUST TRANSITION

Vineyard Offshore embraces a comprehensive definition of a "just transition" that includes the principles outlined in New York's Scoping Plan,⁸ which emphasizes a science-based approach to achieving deep decarbonization by 2050. In line with the Scoping Plan's findings, Vineyard Offshore's commitment to a just transition integrates workforce development and labor



⁸ See: <u>New York's Scoping Plan</u>.

relations as central components of achieving climate justice and EJ, fostering economic development, and supporting workers with family-sustaining wages and benefits.

Central to our just transition strategy is a focus on shifting the energy economy from a harmful, extractive model—one that has disproportionately impacted low-income communities and communities of color—to a regenerative, inclusive model. This approach prioritizes DACs and EJ communities, recognizing the historical burdens they have faced due to the fossil fuel economy. This includes not only the creation of jobs, but also assurance that these jobs are high-quality, family-sustaining, and accessible to DAC residents through targeted workforce development initiatives.

Our strategy also includes strong labor relations, recognizing the critical role of unions and workers in the transition to a clean energy economy. As New York transitions to a clean energy economy, Vineyard Offshore is committed to supporting workers transitioning from the fossil fuel sector into sustainable careers in offshore wind and other clean energy industries. This includes retraining and upskilling opportunities for displaced workers, particularly those from the natural gas, steel, and manufacturing sectors, ensuring they are not left behind in this transition.

11.5.1 Opportunities

Over the last two years, Vineyard Offshore has continued to investigate potential opportunities to support a just transition of displaced fossil fuel workers to the clean energy economy.



well-positioned to identify and promote these accessible opportunities in support of a just transition. Manufacturing partnerships in New York may also present opportunities to transition displaced fossil fuel workers into manufacturing positions.

Vineyard Offshore will continue stakeholder engagement with relevant stakeholders, including consultation with JSC-TWG, NYSERDA, and the Office of Just Transition and Worker Support, to further investigate these opportunities after ORECRFP24-1 contract award and execution. We will also remain open to opportunities not identified herein. As part of this process, we will explore creating advisory boards made up of community members, workers, and unions



representing those workers to evaluate any transition programs proposed, which will help ensure a just transition.

11.5.2 Funding Commitment



11.6 JOBS TARGETS AND BENCHMARKING

The Project's anticipated jobs and workforce needs are summarized in Table 11.6-1.



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VINEYARD OFFSHORE 11-23

Section 11.0 Attachments

Response to New York State Energy Research and Development Authority Request for Proposals ORECRFP24-1





Attachment 11.2-1:

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Attachment 11.3-1:

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Attachment 11.4-1:

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