

EXHIBIT A
STATEMENT OF WORK

Clean Energy Coordinator Services

Contractor

Project Number _____

BACKGROUND/OBJECTIVES

_____ is a regional Clean Energy Communities Coordinator (“Coordinator” or “Contractor”) for the New York City region in New York State, as defined by the Regional Economic Development Council (REDC).

The Contractor will hire, or cause to be hired through subcontractors, Clean Energy Communities Coordinators who will execute the approved quarterly program plans within their associated Regional Economic Development Council region, coordinate and provide on-the-ground outreach and technical support and develop partnerships to promote the Clean Energy Communities Program. In addition to assisting municipalities with the adoption of energy efficiency and renewable energy strategies, sustainable growth practices, clean energy technologies, and innovation, Coordinators will provide outreach and assistance to local communities and work with other local stakeholders, including regionally or locally-based climate and energy consultants, constituency or community-based organizations, environmental or economic development agencies, or other organizations with strong relationships in the area to form strategic partnerships to drive clean energy action and investment.

The primary focus of the Coordinators is to promote the Clean Energy Communities Program, and encourage participation and assist municipalities in completing Clean Energy Communities High-Impact Actions and Designation, as implemented through the tasks below.

The Contractor is defined as:

- Company Name
- Contact Name
- Street Address
- City, State Zip code
- Email/Phone/Fax

The Project Site(s) is/are defined as:

- Site Name
- Site Street Address
- City, State Zip code

Subcontractor(s) is/are defined as:

- Subcontractor name
- Subcontractor street address
- City, State Zip code

Tasks

The total NYSERDA award amount for all tasks shall not exceed \$xxx. The Contractor shall be required to provide a cost share of \$xxx. The total project cost is \$xxx. Any modifications to this amount shall be by mutual agreement. All cost overruns shall be the sole responsibility of the Contractor.

Regardless of any subcontracting arrangements, the Contractor is solely responsible for all tasks in this Statement of Work. The Contractor shall conduct all work as outlined in the following tasks:

Task 0: Designation of Staff

Contractor Team: At the beginning of the Project Period, the Contractor Team for this Agreement shall consist of the Contractor and the following Subcontractors. The Contractor shall not change Subcontractors without NYSERDA approval.

Contractor:

Subcontractors:

a.)

Any additional Subcontractors shall be identified and selected in accordance with Article V of this Agreement and shall be promptly communicated in writing to the NYSERDA Project Manager. The Contractor shall have the sole responsibility for satisfactory completion of all Tasks and Deliverables outlined in this Agreement.

Project Manager: The Contractor shall identify one person to serve as the Project Manager, agreed upon by the Contractor and the NYSERDA Project Manager, from the Contractor's team to serve as the main point of contact and submit all project deliverables. The Project Manager should be the same individual identified as the Project Director on page one of this Agreement. Should the Project Manager become unavailable to serve in this capacity for any reason, the Contractor shall notify the NYSERDA Project Manager in writing at least two weeks in advance of such change and has within two weeks to identify a replacement. NYSERDA reserves the right to review and approve the Project Manager and Coordinators assigned to this project. NYSERDA will work with the Project Manager to address any program deficiencies and reserves the right to require the Contractor or any of its Subcontractors to add additional staff, reduce staff assignments, or entirely remove staff from this contract based on performance, misrepresentation, or other criteria determined by NYSERDA.

Director: The role of the Director is to lead and manage the Proposer's team, ensure professionalism and an appropriately skilled coordinator network, and serve as primary point of contact to the NYSERDA Project Manager. The Director shall coordinate with the NYSERDA Project Manager to successfully direct services to meet the objectives described in this Statement of Work. The Director must ensure proper training, coordination and efficiency, troubleshoot as issues arise, and identify Focus Areas for team members. The Director must maintain regular communications with NYSERDA and must be available to municipalities that they serve on an as needed basis. The Director will also be responsible for preparing Quarterly Plans and coordinating with the NYSERDA Project manager on the approval of these plans.

Clean Energy Communities Coordinators: Clean Energy Communities Coordinators (Coordinators) are individuals providing services under this contract.

The Contractor or the Contractor Team provide and deploy Coordinators, appropriately skilled full-time equivalent individuals (FTEs) and/or full-time individuals, in coordination with the Contractor, to meet the needs of the CECP. Coordinators must live or work full time within the region they serve unless otherwise

approved by the NYSERDA Project Manager. All Coordinators are expected to be identified and hired within 45 days of contract execution or 30 days of Coordinator vacancy. Contractor hires and changes to Coordinators are subject to NYSERDA's approval. NYSERDA holds the Contractor solely responsible for Coordinator performance. If NYSERDA and/or the Contractor finds a Coordinator's performance unsatisfactory, on the grounds of non-performance, poor representation, or any other reason related to CEC outcomes, the Contractor will work with NYSERDA and the Coordinator to address the concerns and resolve Coordinator issues in an expeditious manner. If the issues cannot be resolved, NYSERDA reserves the right to replace the Coordinator.

NYSERDA reserves the right to interview and approve each new Coordinator hired by the Contractor and/or Coordinators prior to starting work under this Agreement. The Contractor must provide resumes of all prospective Coordinators, prior to hiring, to the NYSERDA PM. The Contractor shall outline the FTEs and full-time individuals in the Quarterly Plans under Task 3 below. Necessary FTEs and full-time individuals can be modified by NYSERDA as necessary. All individuals providing services under this contract must be identified in the Quarterly Plan /Invoicing template.

Coordinator Roles

1. Provide outreach and support services including, but not limited to: meeting with town boards and municipal staff and answering questions and providing guidance. *For example: preparing LED streetlight cost-benefit reports, assisting with software for tracking municipal energy use, or identifying grant opportunities for electric vehicles and charging infrastructure.*
2. Develop relationships with municipal representatives in their region with face-to-face meetings and responsive, clear communications that reflect an understanding of local needs and priorities;
3. Build awareness about the program among municipal officials, staff, and influencers throughout their region and the state with the goal of increasing participation in the Clean Energy Communities program;
4. Have comprehensive knowledge of programs and be intimately familiar with NYSERDA's online toolkits for each high-impact action which include tools and resources like step-by-step guides, calculators, case studies, community profiles, resource guides and model language that communities can incorporate into legislation.
5. Maintain up-to-date records documenting relevant community/government assets, opportunities, communications, and the status of each community's progress through stages of completion of high-impact actions and grant projects. Deliver consistent quality data to ensure accurate project management, decision making, reporting and budget adherence.
6. Possess comprehensive knowledge of high-impact actions, clean energy technologies, strategies, policies, regulations, program opportunities, municipal procurement requirements, aggregated purchasing strategies, and analysis relevant to each CEC clean energy action;
7. Provide information, guidance, and differing levels of technical support and facilitation with the goal of helping municipalities to complete high-impact actions and related activities;
8. Accommodate the different needs of communities moving from inactive to consideration, consideration to execution, and execution to completion of high-impact actions;
9. Assist the municipality in compiling and submitting the required documentation to earn points for high-impact actions;
10. Identify and make referrals as appropriate to offerings that address community needs related to clean energy, climate change adaptation, and resilience, including grant programs, incentives, tools

and other resources that may be offered by NYSERDA or other State, Federal or Utility initiatives;

11. Provide guidance and facilitation as needed on grant project development and implementation including help preparing estimates of energy savings metrics;
12. Attend an annual two-day Coordinator Conference, typically held each spring, and additional training as necessary to ensure the success of the program and other NYSERDA goals and objectives;
13. Assist with some related but non-CEC related activities as directed by the NYSERDA project manager;
14. Communicate and coordinate with NYSERDA staff and the statewide Coordinator network and participate in regular calls, conferences, and trainings; collaborate with other Coordinators across New York State, through actions including but not limited to sharing best practices, train-the-trainer approaches, resources, etc.;
15. Respond promptly and professionally to reporting and ad-hoc requests by the NYSERDA project manager; and
16. Possess proficiency in Microsoft Excel, PowerPoint, Word, Salesforce, MS Teams and other web-based project management and tracking systems.

Focus Areas

In addition to the Coordinator Roles described above, Contractor has qualified as responsible for the following Focus Areas: _____.

Coordinators are responsible for the following activities as they relate to those Focus Areas:

- Serving as a resource on select Focus Area(s) to the Statewide team;
- Endeavoring to keep up with the latest technical, legislative, or regulatory advancements and best practices in New York as well as in other states and internationally;
- Being available to other Coordinators, NYSERDA, and communities throughout the State to answer questions and present in support of the program;
- Collaborating with Coordinators in other regions as requested by NYSERDA;
- Developing and sharing tools and resources including calculators, template reports, fact sheets, training guides for Coordinators, communities, and/or NYSERDA. Tools must be approved by NYSERDA in advance and will maintain a consistent visual identity and style including the NYSERDA logo where appropriate.
- Provide support to the Just Transition planning and other associated efforts to those communities that are host to a conventional, power plant which are closing in the shift to clean and renewables sources.
- Additional NYC-related focus area support as outlined in Task 2.3

Deliverable 0.0: Staff List

- A list of individuals filling all roles listed above.

Task 1: Planning and Reporting

Task 1.1: Project Kick-off Meeting

The Contractor shall hold a Project kick-off meeting within thirty days from the Contract execution date. The Contractor shall coordinate with the NYSERDA Project Manager to arrange the meeting at a mutually convenient time and place. The Contractor shall invite representatives of Subcontractors providing services under this contract. The purpose of this meeting shall be to finalize the strategies for accomplishing the objectives under this Agreement. In a timely manner, the Contractor shall submit to the NYSERDA Project Manager a brief report summarizing the issues discussed and decisions made, if any, during this meeting.

Deliverable 1.1: Kickoff Report

- A brief report regarding the Project kickoff meeting

Task 1.2: Contract Management

The Contractor shall be responsible for overall Contract management and coordination of all Tasks in this Agreement. The Contractor shall complete the following activities related to Contract management.

The Contractor shall participate in conference calls and meetings as outlined below; prepare and submit the Quarterly Plan and Monthly Invoices as outlined below; coordinate and manage all Subcontractors; provide documentation and information as requested by NYSERDA for creation of press releases or case studies to showcase the success of the Tasks completed in this Agreement; and review all Deliverables prior to submission to the NYSERDA Project Manager.

The Contractor shall complete the activities below for Contract management:

- The Contractor shall review all Contract expenditures by itself, its Subcontractors, and its Coordinators, for accuracy and completeness and submit one invoice, including supporting documentation and receipts, on a monthly basis. The Contractor shall prepare and submit invoices to NYSERDA via the Salesforce invoicing template. Invoices are due to NYSERDA no later than the 15th of the month for the preceding month's expenditures;
- Provide oversight of the schedule, resources, budgets, and program outcomes for all Coordinators including Subcontractors;
- Report any significant events, program feedback, or issues to the NYSERDA Project Manager;
- Establish a regular schedule of meetings with the Coordinators and the NYSERDA Project Manager;
- Participate with NYSERDA on conference calls and face-to-face meetings as needed to gauge project status. NYSERDA shall schedule and conduct on an as-needed basis in-person visits, conference calls, or face-to-face meetings to verify project requirements and the completion of project Tasks; and
- Ensure Coordinators are appropriately trained and attend all required training.

Task 1.3: Quarterly Plan

The Contractor shall submit Quarterly Plans following NYSERDA's prescribed Quarterly Plan /Invoicing template (see Attachment A). This includes, but is not limited to, the inclusion of a management plan, staffing plan, outreach and technical assistance strategies, project activities, regional qualitative and quantitative goals, and Coordinator strategies for achieving the goals and Deliverables outlined in this Agreement. The first Quarterly Plan shall be submitted to the NYSERDA Project Manager within 45 days of Contract execution. The Contractor shall also submit an updated Quarterly Plan no less than 20 days prior to the following quarter. During each calendar year, quarter start and end dates are as follows: Quarter 1: January 1-March 31, Quarter 2: April 1-June 30, Q3: July 1-September 30, Quarter 4: October 1-December 31.

Quarterly Plans must be approved in writing by NYSERDA, prior to commencement of the following quarter. NYSERDA reserves the right to deny payment of up to 10% for every day that the Quarterly Plan is not submitted. The contractor shall invite at least one (1) NYSERDA staff person to each event listed in the Quarterly Plan.

The Quarterly Plan must contain a strategic outreach plan identifying a systematic approach to providing marketing, outreach, and support to municipalities. This strategic plan should identify an outline of the targeted municipalities expected outcomes and level of engagement.

The Quarterly Plan must identify Focus Area Experts for Focus Areas being served. The Plan must also include coordination efforts with NYSERDA, other CECCs, and the implementation contractor to determine strategies to ensure maximum municipal participation in each Focus Area. Each Quarterly plan must identify how these strategies will ensure participation, overcome regional challenges, and maximize engagement in the regions being served by the Contractor.

The Quarterly plan must identify the marketing, events, and outreach efforts that exceed 15 hours of staff time. The Quarterly plan must also include how the Contractor will coordinate with other CECC's, NYSERDA, and the NYSERDA implementation contractor on these efforts.

The Contractor shall work with the NYSERDA Project Manager to establish reasonable benchmarks and goals for each of the Coordinator activities under the Quarterly Plan that are appropriate for each Region. At the outset of the Program, the Contractor shall create community and regional assessments, drawing upon previous work, to establish reasonable qualitative and quantitative goals. The outreach approach, training needs, and goals established shall reflect the specific needs and opportunities of the communities in each Region. Metrics will include outputs such as number of presentations, events and significant meetings; outcomes that track milestones along a horizon from project referral to project completion; and numbers, sizes and types of projects completed.

Each quarter, the Contractor shall identify any issues with meeting the goals as defined in the approved Quarterly Plan and request modifications to those goals in writing to the NYSERDA Project Manager for review and approval. The NYSERDA Project Manager shall have the right to approve adjustments to these goals requested by the Contractor. As community outreach is variable and can change with staff changes and administration changes, there shall be an understanding that the Quarterly Plan and associated goals will be flexible and may be reevaluated on a Quarterly basis. The Contractor shall participate in check-in calls and in-person meetings with the NYSERDA Project Manager to review the progress of the Quarterly Plan as requested by the NYSERDA Project Manager.

The Quarterly Plan shall include, but is not limited to, the following components:

- A staffing plan for the Contractor Team that identifies all entities/team members;
- A clear description of the roles and responsibilities of each entity/team member along with title (*e.g.*, Coordinator and Focus Area Expert), billable rate and full-time equivalent allocation for contractual tasks for each staff member;
- An estimation of percentage of time spent on designated categories for each team member working on this Agreement;
- Planned tasks and activities;
- Planned engagement with local and regional partnerships and networks;
- Planned educational events such as workshops, presentations, trainings, seminars, etc.; and
- Coordinated activities with other CECP contractors.

Deliverable 1.2: Quarterly Plans

- Submit the first Quarterly Plan within 45 days after start of the Contract; and
- Submit all subsequent Quarterly Plans no less than 15 days prior to the following Quarter.

Task 1.3 Invoicing/Reporting

The Contractor shall submit invoices on a monthly basis for costs incurred in the template provided by NYSERDA and as outlined in Article IV of the Agreement. NYSERDA is not responsible for any costs that are greater than the NYSERDA contribution not-to-exceed amount for the Agreement. The Contractor shall not invoice for services that exceed 15 hours of work not previously identified in the approved Quarterly Plan or approved in writing by the NYSERDA Project Manager.

The Contractor shall prepare and submit one (1) invoice per month utilizing NYSERDA Salesforce system referencing the approved Quarterly Plan /Invoicing template and all necessary backup documentation by the 15th day of the month for the preceding month's expenditures.

The Contractor shall provide the NYSERDA approved Salesforce invoicing template and additional supporting documentation as identified in the Quarterly Plan to support the NYSERDA contribution amount for each invoice. The Contractor shall report on the Coordinators' outreach activities and community support, calendar of events, presentations, meetings, etc. using NYSERDA Salesforce invoicing template.

To further NYSERDA's goal of transferring technology and knowledge amongst all NYS communities, the Contractor shall make all project Deliverables available for use by NYSERDA. The Contractor shall also honor any reasonable request made by NYSERDA to provide any additional information necessary to create press releases or case studies showcasing project(s).

Deliverable 1.3: Invoicing and Reporting

- Update Salesforce invoicing template with information regarding community interactions and progress;
- Submit Monthly Invoice, following NYSERDA's guidelines and templates, to NYSERDA by no later than the 15th day of the following month; and
- Provide tools, case studies, and/or other materials that were developed under this Agreement

Task 1.4: Document Cost Share (if applicable)

The Contractor shall outline all cost-share amounts on a quarterly basis in the Quarterly Plan /Invoicing template. The Contractor will document Cash Contributions from non-NYS sources with a signed letter of commitment from the contributing entity (*e.g.*, federal grant award) or invoices or other documentation

approved by NYSERDA. On invoices submitted at the end of each quarter, the Contractor shall note the amount of money provided by the private source that is being contributed.

Deliverable 1.4: Cost Share

- Submit this information reflecting cost-share of the previous three month's activity in the NYSERDA Quarterly Plan/invoicing template

Task 2: Support, Implementation and Engagement

Task 2.1: Development of Tools and Resources

As requested by NYSERDA, Coordinators shall provide technical assistance and expertise in developing a variety of tools and other resources that will assist in CEC program engagement and maximize potential impacts of the program.

Examples of activities under this task include, but are not limited to:

- Developing of tools and other resources
- Partnering with local colleges and universities to provide technical support in the form of student internships or classes designed to help neighboring communities implement projects;
- Establishing green building codes or renewable energy permitting processes;
- Incorporating smart growth principles into land-use policies and regulations;
- Creating templates or guidelines that support local energy reduction campaigns or challenges;
- Develop newsletters;
- Develop program marketing and promotional materials;
- Implementing other initiatives, policies, or programs which reduce energy use and GHG emissions; and
- Developing case studies or press releases that highlight benefits of CEC projects or successful communities.

Coordinators shall log all technical assistance activities into Salesforce and provide the NYSERDA Project Manager copies of all newly created and customized templates, workbooks, checklists, and other guidance documents. The Contractor shall work with the NYSERDA Project Manager to ensure these guidance documents are made public for use by other Coordinators and communities across New York State.

Deliverable 2.1: Development of Tools and Resources

- Tools and resources that support high impact actions or other related elements of the CECP
- Templates, sample documents (*e.g.*, Requests for Proposals (RFPs), Memoranda of Understanding (MOUs), local laws)
- Case studies, press releases
- Technical papers
- Training documents or recorded webinars

Task 2.2: Clean Energy Communities Direct Municipal Outreach and Assistance

Within 60 days of project commencement, the Contractor shall convene meetings with its Coordinators to present the goals of the CECP and provide an overview of what NYSERDA and the Project Team can offer communities. The Contractor and Coordinators shall strategize on effective and efficient ways to engage and work within communities. The Contractor shall work with its Coordinators to develop and engage a broad network of local partners. Coordinators shall work to partner with diverse stakeholders to ensure outreach into all market sectors, including but not limited to business, local government, and residential outreach. Coordinators shall encourage the development and implementation of local clean energy projects

by serving as a resource for any group interested in developing a project or event that ultimately educates, promotes or develops energy efficiency or renewable energy or the research and development of new clean and renewable or efficient energy technologies. The Contractor and its Coordinators shall plan and convene regularly scheduled meetings with local partners and NYSERDA contractors to identify and discuss potential NYSERDA projects, and to align outreach strategies.

The Coordinators shall provide direct outreach and assistance to communities, local organizations, and/or other stakeholders to encourage participation in the CECP. Coordinators shall coordinate with local government staff, elected officials, quasi-governmental organizations, or community champions to better understand a community's needs and how assistance delivered can advance local priorities related to clean energy, climate action, and the overall goals of the CECP. Each Region contains communities that differ in operational scope and capacity. Therefore, Coordinator support and associated goals shall be aligned with a community's clean energy opportunities and overall vision for their future.

The Contractor shall assess its partnership network and determine if the network includes all resources necessary to successfully implement current and new clean energy programs and priorities. The Contractor shall identify partnership gaps that create barriers to successful implementation of the CECP and establish new partner engagement efforts and capitalize on existing regional partnerships. The Contractor shall work with its Coordinators to complete the following activities to assist communities with becoming CECs:

- Maintain lists of current CECs in its Region and work to increase the number of designated CECs throughout its Region by encouraging local governments to commit to active engagement in the CECP and to share resources on the local level;
- Meet with communities to encourage participation and assist with completing high impact actions that will result in CEC designation;
- Work with communities to assess clean energy progress to date and develop a plan prioritizing the next, most impactful step(s) or action(s) that are in alignment with the community's goals;
- Review documentation with NYSERDA staff and contractors, and other State agency staff (if applicable);
- Deliver tailored technical assistance and education necessary to complete the high-impact actions;
- Answer questions about CEC designation requirements;
- Troubleshoot compliance issues; and
- Review documentation for compliance with CEC designation requirements.

Where applicable, Coordinators shall identify the potential application of double incentives (for example, NYSERDA incentives and utility incentives) to the same project, and work in collaboration with the NYSERDA PM to maximize the allocation of all available funding sources to as broad an array of municipal projects as possible, minimizing or avoiding the application of double incentives for the same project.

Deliverable 2.2: Clean Energy Communities Municipal Outreach and Assistance

- Identify and record CEC- related activities in Salesforce

Task 2.3: Focus Area Support

Support Focus Areas aim to add value and depth to the general Coordinator services detailed above and to act as a resource to the program on a Statewide basis. NYSERDA may identify additional Focus Areas throughout the contract term. NYSERDA may utilize team members with Focus Areas as needed in other regions across the State. NYSERDA may elect to establish Focus Area teams made up from individuals providing Focus area support in different Regions. Individual staff identified to provide Focus area support

shall be listed in each submitted Quarterly Plan. The Focus Areas that require support are listed in the Staff Responsibilities section of this Agreement.

Deliverable 2.3: Focus Area Support

- Serve as a resource on select Focus Area(s) to the statewide team;
- Be knowledgeable in the latest technical, legislative, or regulatory advancements and best practices in New York as well as in other states and internationally;
- Be available to other Coordinators, NYSERDA, and communities throughout the State to answer questions and present in support of the program;
- Collaborate with Coordinators in other regions as requested by NYSERDA;

Develop and sharing tools and resources including calculators, template reports, fact sheets, training guides for Coordinators, communities, and/or NYSERDA. Tools must be approved by NYSERDA in advance and will maintain a consistent visual identity and style including the NYSERDA logo where appropriate. Contractor will be required to provide additional NYC-specific services including but not limited to:

- Deploying NYC's Accelerator program or similar efforts;
- Advancing adoption rates of benchmarked buildings;
- Supporting clean heating and cooling building electrification initiatives; and
- Supporting future sustainability or clean energy initiatives as laid out by the NYC Mayor's Office of Sustainability.

Task 2.4 General Outreach: Events and Conferences

The Contractor team shall creatively and actively promote the CECP and other NYSERDA programs to audiences (more than a single municipality) in various venues to encourage participation. Services provided under this task aim to identify and conduct webinars, participate in conferences and other events that will educate legislative bodies and organizations, elected officials, municipal staff members, community leaders, business owners and developers, property management companies, real estate and affordable housing organizations, property owners, entrepreneurs and the general public on the benefits of the CECP and other NYSERDA programs. Proposed activities under this task that exceed 15 hours of total billable services must be identified in the Quarterly Plan or approved in writing by the NYSERDA project manager.

To ensure that marketing, events, and media efforts are aligned and coordinated with NYSERDA and the CECP's brand messaging. The coordinators shall use existing NYSERDA and CECP marketing materials and templates, including email, presentations, print ads and other media as these templates relate to outreach efforts. The Contractor shall ensure the Coordinators use, as necessary, any tablecloths, banners, or equipment provided by NYSERDA to promote its programs or related opportunities. The Contractor must return all equipment provided at the end of the current Contract or as requested by NYSERDA.

Services provided under task include the following:

- Coordinate with the NYSERDA Project Manager to obtain support or materials for informational seminars as needed to ensure program questions can be adequately addressed;
- Identify opportunities and conduct webinars or other on-line presentations or trainings;
- Participate in conferences and events through attendance and networking, conduct presentations, and table at events that will successfully attract potential program participants; and

- Distribute NYSERDA approved informational packages and assist communities with the application process for becoming a CEC.

Deliverable 2.4 General Outreach: Events and Conferences

- Document events and conferences hosted or attended by Contractor staff
- Include list of attendees if applicable and requested by NYSERDA