

EXHIBIT A SCOPE OF WORK

Organization Name
Project Director Name
Street Address
City, State Zip Code
Email/Phone

Training Provider Background

Describe the Training Provider organization in terms of history, number of employees, places of business, and organizational structure. List any key personnel who will be required to perform the scope of work at an administrative level who will work with the NYPA Workforce Development Project Director as liaisons.

Training Objectives

Briefly discuss (in a few paragraphs) the identified talent needs or skills gaps, how your project will address them, how many total individuals will participate, and how the energy efficiency and clean technology industry will be impacted.

Incorporate tasks as appropriate for the proposed project. Language below is provided as an example. Task numbering should correspond with the final list of tasks for the proposed project.

Utilize “SMART” (Specific, Measurable, Achievable, Relevant, and Time-Bound) Objectives as opposed to goals.

Definitions

Define any acronyms or uncommon words, phrases, or technical terms referred to in the Scope of Work. Include the below two examples if applicable to your project.

Task 1 – Partnerships / Subcontracts - If applicable to your project

The Training Provider shall enter subcontracts with the following organizations (“Subcontractors”) to achieve the objectives of this project. *Optional: Upon execution of the subcontracts, the Training Provider shall provide a list of partner organizations to NYPA. If Subcontractors or partners are participating, please list them and briefly describe each organization’s role and responsibilities.*

Regardless of subcontracting or other partnering arrangements, the Training Provider shall be solely responsible for the timely completion of all the tasks in the Agreement. The Training Provider shall complete all project management activities necessary for the performance of this Agreement, as per the attached schedule and budget, which shall include the following activities:

- Coordinate the work of the Training Provider's employees and those of Subcontractors that are undertaking tasks described in this Agreement.
- Ensure control over the project budget and adherence to the project schedule; and
- Provide all project reporting to NYPA as specified in this Agreement.

Task 1 Deliverables:

- Written confirmation that all relevant agreements have been executed.

The Training Provider shall not progress to Task 2 without first receiving written approval from the NYPA Workforce Development Project Director. Such approval shall be based upon the acceptability to NYPA of any subcontracts described in Task 1 and shall be granted or withheld at NYPA's sole discretion.

Task 2: Equipment Purchase – *Only if applicable to your project proposal*

The Training Provider shall identify the name, model and quantity of equipment required for the Project and provide a final purchase list to NYPA for review and approval. The Training Provider shall, based on input and feedback from subject matter experts and/or clean energy industry advisors, confirm that the equipment is state-of-the-art and will meet the required training needs.

Once the equipment list is finalized, the Training Provider shall order the equipment, track all orders utilizing an established delivery and reporting system, ensure payment to the vendor, and submit proof of delivery to NYPA.

Task 2 Deliverables:

- Purchase list for review/approval by NYPA.
- Invoice of purchase order.
- Equipment delivery confirmation.

Task 3: Training Delivery

The Training Provider shall implement screening procedures to ensure that individuals seeking training meet the minimum requirements or possess the necessary prerequisites for the course(s) they wish to attend. *Briefly describe prerequisites or screening procedures, if applicable.*

The Training Provider shall train *x number of* individuals, including *x number* (state the %) from Disadvantaged Communities and/or Priority Populations (*if applicable*).

The Training Provider shall deliver the following courses: *List all courses and location where the courses will be delivered. If these courses were not previously listed in the task for Curriculum Development/Modification, include a brief description, including expected duration and any credentials to be earned.*

The Training Provider shall ensure that all courses to be delivered meet the following criteria:

- Focus on the expectations, needs, and job requirements of the audience.
- Timely and high-quality content to address the objectives as described.

- Use of hands-on exhibits and demonstrations (*or, for virtual training, interactive quizzes/polls/visual content*), as applicable to the subject.
- Advancement of students' skills, prepare them for nationally recognized certification programs, and/or lead to continuing education units (CEUs); and
- Consistent messaging and delivery for the same materials in different training sessions.

The Training Provider shall provide the necessary staff capable of teaching the appropriate curriculum for each course to be delivered. Further, the Training Provider shall provide a course outline, class roster, and resumes of instructors for each course to be delivered.

Task 3 Deliverables:

- Resumes of instructors.
- Course outlines.
- Class roster for each training session.

Task 4: Workforce Readiness Services – *Only if applicable to your project*

This task may be merged with the Training Delivery task, as needed.

The Training Provider shall deliver a series of x (#) workshops, training each of its [*insert number*] trainees on the following workplace skills:

1. *Business communication.*
2. *Teamwork.*
3. *Self-management.*
4. *Problem solving.*
5. *Resilience.*
6. *Program persistence.*
7. *Interview skills and mock interviews.*
8. *Resume writing.*
9. *Workplace skills during the training program.*
10. *Basic financial literacy and money management skills.*

Briefly describe each workshop, including anticipated duration, here.

The Training Provider shall provide the necessary staff capable of teaching the appropriate curriculum for each course to be delivered. Further, the Training Provider shall provide a course outline, class roster, and resumes of instructors for each course to be delivered

Task 4 Deliverables:

- Resumes of instructors.
- Course outlines for review by the NYPA Workforce Development Project Director.
- Class roster for each training session.

Task 5: Wrap-around/Supportive Services – *If applicable to your project. Customize the list based on the services available through your program.*

The Training Provider shall work with its Subcontractors to provide supportive services to participants facing barriers to employment. Activities and resources to support Disadvantaged Communities and Priority Populations may include but not be limited to:

- **Case Management** - *Assessment, planning, facilitation, evaluation, and advocacy to address the unmet needs of individuals and their respective family units and connecting them to the appropriate resource and support.*
- **Transportation** – *Pre-paid metro cards; subsidized bus fare; transportation services for individuals with disabilities.*
- **Child Support Services** – *Services to help parents assume responsibility for the economic and social well-being and health and stability of their children. These include meeting child support obligations and managing child support cases.*
- **Referrals to Homelessness Prevention** – *Referrals to housing support, legal services, and related programs to prevent homelessness and assist individuals in need in maintaining stable, affordable housing.*
- **Referrals to Mental Health Counseling** – *Referrals to assessment and treatment of mental and emotional health disorders, relationship issues and life challenges; psychotherapy to develop meaningful behavior changes and coping strategies for navigating life's struggles.*
- **Legal Assistance** – *Legal services to level the playing field for individuals in need, including tenants, immigrants, low-wage workers, and New Yorkers facing civil legal challenges.*
- **Immigrant Resources** – *Education (e.g., English as a Second Language (ESL)) and assistance in resolving complicated immigration issues, including citizenship and naturalization, asylum, and visa petitions.*
- **Child Care** – *Subsidies and supportive services to enable accessible and affordable quality early care and education.*
- **Tuition Assistance**- *Needs based scholarships to assist students in paying for program tuition.*
- **Other** – *Add other wrap-around services, as relevant to your project.*

The Training Provider shall provide NYPA with the number of individuals who have received supportive social services along with a summary report of case manager surveys reflecting the types of services providers and the barriers to employment that were identified and overcome as a result.

Task 5 Deliverables:

- Number of individuals who have received supportive social services; and
- Summary report of case manager surveys reflecting types of supportive services provided and the barriers to employment that were identified and overcome as a result.

Task 6: Internship / Apprenticeship / Job Placement - *If applicable to your project*

Within six (6) months of training completion, the Training Provider shall place a minimum of x training participants (y percent) into paid internships/apprenticeships/full-time jobs focusing on *proposed skills and occupations*. See additional information about a 12-month “outcome monitoring” period for new workers in Task 7: Reporting.

Within thirty (30) days of placement, the Training Provider shall provide a report documenting the number of participants placed into paid internships/apprenticeships/full-time jobs, their locations, the respective employer’s name and contact information, the intern/apprentice/employee’s job title (if applicable), hours, and starting wage.

Task 6 Deliverables:

- Report documenting x number of participants placed into paid internships/apprenticeships/full-time jobs, their locations, including employer name and contact information, intern/apprentice/employee job title (if applicable), hours, and starting wage.

Task 7: Other Project Activities - *If applicable to your project*

Identify task and expected deliverable for said task. The task should:

- *Clearly outline the obligations of the Training Provider.*
- *Specify the name of the Subcontractors, as applicable (unless there is only one or unless all of the Training Provider’s Subcontractors are under consideration, in which case ‘Subcontractors’ or ‘Subcontractors,’ respectively, is acceptable).*
- *Avoid using phrases such as ‘etc.’ or ‘including, but not limited to’ as these phrases are ambiguous and hard to enforce.*
- *Be linear, so that subsequent tasks build on earlier tasks, and earlier tasks inform work completed subsequently, as much as possible.*
- *State “... the work/report/system/method approved in Task X” when referring to previous tasks.*

Task 7 Deliverables – The deliverable should be directly tied to the work completed in the task. Most, if not all tasks, should have at least one deliverable, except in special circumstances.

- Deliverables should represent a tangible outcome of a given task, for example a report, a presentation, pictures, purchase orders or bills of lading.
- Deliverables must pertain to the task in question and must be included in the narrative of said task.
- Any work completed in the task should be reported on as part of a deliverable.

Task 8: Evaluation

The Training Provider shall develop and administer evaluation instruments to gauge the success of the program and gather suggestions for improvement. Evaluation instruments shall capture trainee feedback, course completion rates and related achievements, including but not limited to

credits, certifications, continuing education units, professional development hours, and degrees. Furthermore, evaluation instruments shall aim to maximize student response rates, be customized to the length, format, and location of the training, and provide quality insights to determine a measurable impact. Advance copies of all evaluation instruments shall be provided to the NYPA Workforce Development Project Director before they are administered.

Within thirty (30) days of completing the training initiative, the Training Provider shall submit to the NYPA Workforce Development Project Director a training evaluation. The training evaluation shall include an analysis of training based on metrics gathered from evaluation instruments, including trainee feedback and any changes made to the training to improve students' experience, skillset, knowledge, and employability.

Task 8 Deliverables:

- Evaluation instruments for review by the NYPA Workforce Development Project Director; and
- Final training evaluation report within 30 days of training completion.

Task 9: Reporting

Reporting is basic to communication between the Training Provider and NYPA Workforce Development Project Director. Reporting is necessary to measure progress and is the basis upon which the NYPA Workforce Development Project Director approves the Training Provider's invoices. **The NYPA Workforce Development Project Director will not approve invoices if reporting is not current and provided in a satisfactory manner with appropriate detail as set forth below. All reports must be submitted electronically.**

i) Quarterly Check-In Meetings

The Training Provider shall meet with the NYPA Workforce Development Project Director on a quarterly basis to provide updates on the activities of the program, ask questions, discuss any barriers and highlight successes.

ii) Bi-annual (twice a year) Reports

The Training Provider shall submit a progress report to the NYPA Workforce Development Project Director no later than the 10th day of the month (June and December) following each reporting period. The progress reports shall include detailed information about the progress for each task listed in the Agreement.

Reports shall be completed based on a template provided by NYPA and include the following information:

- Project progress, including findings, data, analyses, and results from all tasks carried out in the covered period:
 - Information shall be provided in sections labeled as Task 1 (a, b, c), Task 2 (a, b, c), etc.

- Feedback from instructors delivering training:
 - Identification of issues or concerns.
 - Planned solutions.
 - Areas where NYPA assistance is needed.
- Status of curriculum updates, including submission of revised syllabus (if applicable);
- Metrics:
 - Training data (e.g., number of individuals who started training, number of individuals who completed training), as directed by NYPA Workforce Development Project Director.
 - Summary of recruitment and training efforts.
 - Complete list of courses conducted during the reporting period, including course titles, dates, instructor names, and locations where the training sessions were held.
- Training evaluation; and
- List of materials purchased, if applicable.

ii) Final Report

Within thirty (30) days after the conclusion of NYPA-funded training activities, the Training Provider shall deliver a final progress report. This final report shall summarize the entire project and discuss how the Training Provider will sustain training and/or develop a training-minded culture after the conclusion of the project.

The final report shall follow the format of and include the same type of information as the biannual reports. In addition, the final report shall include:

- Summary of project highlights, lessons learned, success stories, and case study material. NYPA metrics, as requested by the NYPA Workforce Development Project Director.

Task 9 Deliverables:

- Quarterly Meetings.
- Biannual reports.
- Final report.