

VINEYARD



OFFSHORE

**SUBMISSION FOR PURCHASE OF
OFFSHORE WIND RENEWABLE
ENERGY CERTIFICATES**

ORECRFP24-1

PUBLIC

SEPTEMBER 9, 2024

Confidentiality Statement

Certain information in this proposal is non-public, proprietary, commercial, and/or financial information (“Confidential Information”), which has been redacted from the version of this proposal marked “PUBLIC.” Such Confidential Information has been redacted from this proposal and/or is clearly marked “CONFIDENTIAL.” Vineyard Offshore intends for all such Confidential Information to remain confidential. Further, the version of this proposal marked “CONFIDENTIAL” should be treated as a non-public record that is exempt from disclosure under applicable laws and as set forth in the Request for Proposals ORECRFP24-1 Purchase of Offshore Wind Renewable Energy Certificates issued on July 17, 2024 and updated on August 13, 2024.

Section 8.3 Stakeholder Engagement Plan

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



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SECTION 8.0
RESPONSIBLE DEVELOPMENT

8.3 STAKEHOLDER ENGAGEMENT PLAN

Refer to the Stakeholder Engagement Plan file as detailed in the following pages.

Stakeholder Engagement Plan for Excelsior Wind

Version 1.0

**Prepared pursuant to [contract number, date (TBD)]
with**

**New York State Energy Research and Development Authority
Albany, NY**

Prepared by

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Aaron Siegel, New York Community Liaison	Conduct and support community engagement and outreach activities in New York	ASiegel@vineyardoffshore.com
Workforce Development		
Jennifer Cullen, Director of Labor, Workforce, and Local Content	Direct and oversee labor, workforce, and local content engagement activities, negotiations, and program development	JCullen@vineyardoffshore.com
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Blake Hyatt, New York Labor Relations Manager	Lead labor engagement activities and serve as Labor Liaison in New York	BHyatt@vineyardoffshore.com
Business Development and Supply Chain		
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Project Information and Contacts		
Name/Title	Role	Contact Information
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Links to project information:

Project website: <https://www.vineyardoffshore.com/>

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1. Stakeholder Engagement Plan Summary

1.1 Overall Principles and Goals

This section should describe the overall principles and goals the Proposer will follow to understand, incorporate, and respond to the diverse perspectives, needs, and concerns of stakeholders at every stage of development. Proposers are encouraged to consider a mission statement that drives their engagement and supports accountability.

Vineyard Offshore’s approach to stakeholder engagement, pioneered on the Vineyard Wind 1 project, has facilitated enduring support for offshore wind projects and delivered tangible benefits to state and local economies (see Attachment 8.3-1).¹ This approach is stakeholder-driven and centered on a collaborative process whereby projects and project benefits are developed in partnership with Tribal Nations, elected officials, Disadvantaged Communities (DACs), other host communities, stakeholders, and regulators.

By meeting stakeholders where they are and communicating openly and transparently, Vineyard Offshore has built trust and productive working relationships with a diverse array of stakeholders across the region (see the Letters of Support provided in Attachment 8.3-2). We spend a great deal of time listening to and learning from local communities and leaders. We regularly attend, speak at, collaborate on, and sponsor community events. We believe this kind of outreach and engagement is not only important to build support for our projects, but a necessary part of being a good corporate citizen.

Our stakeholder engagement activities are led by local teams that include community organizing and campaign veterans who have spent years working for environmental non-profits, community organizations, local governments, workforce development institutions, and political campaigns in and around the region. Recognizing the success of this approach, Vineyard Offshore has established a local team for Excelsior Wind (the “Project”) that is leading our stakeholder engagement activities in New York. This team will continue to expand after ORECRFP24-1 contract award and execution in ways that reflect the diverse geography and communities of our Project area to ensure consistent, authentic engagement with community members, cultivate trusting relationships, deliver economic benefits, and support a just transition.

1.2 Overall Approach to Incorporating Data and Stakeholder Feedback

This section should describe how the Proposer will use research, data, and stakeholder feedback to update the SEP and support decision-making throughout the life cycle of the Project (preconstruction, surveys, site design, construction, operations, and decommissioning). The Proposer shall address progress toward the following elements of a comprehensive approach to stakeholder engagement:

- *Perform a stakeholder mapping exercise to obtain population, cultural, and economic statistics and information on communities or interest groups relevant to the Project.*
- *Seek input from stakeholders; receive and review feedback related to potential positive, neutral, or negative effects resulting from the Project; incorporate stakeholder feedback into*

¹ Vineyard Offshore notes that any attachments provided with this Stakeholder Engagement Plan (SEP) are for informational purposes only and are not incorporated by reference into the SEP.

decision-making; report back to stakeholders how feedback was addressed; and revise stakeholder communication methods and engagement strategies based on feedback received.

- Vineyard Offshore has performed a stakeholder mapping exercise to obtain population, cultural, and economic statistics and information on communities or interest groups relevant to the Project. This stakeholder mapping exercise is continuously evolving to be as inclusive and representative of Project communities as possible. Additional stakeholder mapping exercises will be performed, if deemed valuable, to inform future stakeholder engagement efforts.
- Vineyard Offshore has and will continue to seek input from stakeholders on all phases of the Project (i.e., development, construction, and operations); has received and review feedback related to potential positive, neutral, or negative effects of the Project; will incorporate stakeholder feedback into decision making; will report back to stakeholders how feedback was addressed; and will revise stakeholder communication methods and engagement strategies based on feedback received.
- Vineyard Offshore has and will continue to seek, receive, and review feedback from DAC and other host community stakeholders on siting the Project’s onshore facilities.
- For fisheries and environmental stakeholders, Vineyard Offshore will pursue and implement the measures outlined Section 1.2 of the Fisheries Mitigation Plan (FMP) and Environmental Mitigation Plan (EMP) included as part of Vineyard Offshore’s ORECRFP24-1 submission, to support decision making throughout the lifecycle of the Project.
- Vineyard Offshore will continue to periodically update communication plans, including our [Agency Communication Plan: Lease Area 544](#), [Fisheries Communication Plan: Lease Area 544](#), and [New York Bight Joint Native American Tribes Communication Plan](#), based on feedback received. [New York Bight Joint Native American Tribes Communication Plan](#), based on feedback received.
- Vineyard Offshore will use research, data, and stakeholder feedback to update this SEP so that it accurately reflects ongoing stakeholder engagement activities, partnerships and programs, and Project priorities.

1.3 Existing Guidance and Best Practices that Will Be Followed

This section should present a list of existing guidance documents, publications, tools, and/or plans that will be followed to support the SEP. Include links, if available, for all references.

- Vineyard Offshore will continue to follow and implement best practices that are appropriate and relevant to the SEP, such as the following:
 - New York State Energy Research and Development Authority (NYSERDA) (2022) [Guiding Principles for Offshore Wind Stakeholder Engagement](#)
 - New York State Climate Action Council (NYSCAC) (2021) [Just Transition Working Group 2021 Jobs Study](#)
 - NYSERDA, New York Power Authority (NYPA), New York State Department of Environmental Conservation (NYSDEC) (2021) [New York State Disadvantaged Communities Barriers and Opportunities Report](#)
 - NYSCAC (2021) [New York State Climate Action Council Draft Scoping Plan](#)

- Southwest Network for Environmental and Economic Justice (SNEEJ) (1996) “[Jemez Principles for Democratic Organizing](#)”
- UPROSE, Rogue Climate, Taproot Earth, and Climate Justice Alliance (2022) “[Principles for a Just Transition in Offshore Wind Energy](#)”
- Vineyard Offshore will continue to follow relevant existing guidance documents, publications, tools, and/or plans listed in Section 1.3 of the FMP and EMP included as part of Vineyard Offshore’s ORECRFP24-1 submission.
- Vineyard Offshore will continue to build on the lessons learned and critical hands-on experience gained from developing, permitting, and constructing the Vineyard Wind 1 project.
- Vineyard Offshore will continue to build upon its on-the-ground experience over the last two years in New York and apply all formal and anecdotal guidance to best engage local communities.

2. Stakeholder Identification

2.1 Overview and Stakeholder Identification Objectives

This section should provide an overview of the stakeholder identification and relationship management methods, including:

- *The Proposer shall identify a working list of diverse stakeholders and describe methods to update the list. Stakeholders may include, but are not limited to, environmental organizations, commercial and recreational fishermen, navigational safety committees, economic and workforce development organizations, elected officials, federal and state government agencies, labor leaders and organizations, maritime professionals, port owners and operators, supply chain businesses including small and medium-sized enterprises, MWBEs and SDVOBs, tourism operators, training and research institutions, academia, coastal residents and business owners, and local communities including environmental justice communities or proximate Disadvantaged Communities, including Tribal Nations, in accordance with criteria defined by [the Climate Justice Working Group](#). The SEP must also address engagement with the U.S. steel industry.*
- *The Proposer shall include explanations as to why the stakeholders identified are important for overall Project success.*
- *The Proposer shall identify and list Disadvantaged Communities potentially impacted by the project using [the New York State Disadvantaged Communities Map](#).*
- *The Proposer shall identify and list Tribal Nations potentially impacted by the Project.*
- *The Proposer shall identify what departments within their organization will own the relationships with the stakeholders and Tribal Nations listed.*
- *The Proposer shall hire community and tribal liaison officers. Proposers with community and/or tribal liaison officers on staff should provide, to the best extent possible, details as to why the liaison officer is a trustworthy messenger known by a significant portion of the community or Tribal Nation they represent. Proposers that have yet to hire liaisons shall indicate when they plan to do so and the communities and Tribal Nations which the liaison would represent.*
- *The Proposer shall describe planned efforts to establish a local presence in areas most affected by*

Project development. Examples could include establishment of permanent or temporary office space, reserving public spaces for regular engagement opportunities with Project staff, or regular participation in specific public meetings in affected communities.

- Vineyard Offshore’s stakeholder engagement efforts in New York have been ongoing since 2020. In 2022, Vineyard Offshore undertook a significant on-the-ground outreach effort to identify and meet with key stakeholders and potential partners. We have sought input from and built relationships with stakeholders across a variety of stakeholder groups in New York.
- Vineyard Offshore defines “stakeholders” broadly to include individuals, institutions, organizations, groups, or communities directly or indirectly affected by project-related activities or with a direct or indirect interest in them. This diverse group is centered in New York but spans several states and is made up of communities and individuals; their formal and informal representatives, including national, tribal, and local government authorities; elected officials; community organizations; public interest groups; and many others.
- Stakeholder groups may include federal, state, and local agencies; federally and state-recognized Tribal Nations; commercial and recreational fisheries; other marine users; labor unions and organizations; economic development, workforce development, and training institutions; supply chain businesses and organizations; DACs and environmental justice (EJ) communities; environmental organizations; academic and research institutions; and United States (US) iron and steel stakeholders.
 - These stakeholder groups may overlap with one another, and the groups themselves may not include every stakeholder potentially impacted by, or interested in, our Project. As such, these stakeholder groups should be viewed as non-exhaustive and representative of the broad range of stakeholders that Vineyard Offshore has been and will continue to consult, collaborate, and communicate with as the Project moves forward.
 - The identified stakeholder groups are integral parts of the fabric of the communities where the Project will be sited, and Vineyard Offshore prioritizes developing projects responsibly and collaboratively with all those impacted.
 - Vineyard Offshore has compiled a non-exhaustive working list of Tribal Nations, stakeholder groups, and stakeholders relevant to the Project in Attachment 8.3-3.
 - DACs potentially impacted by the Project are identified in Section 8.4 of the ORECRFP24-1 submission.
- Vineyard Offshore has commissioned desktop analysis, conducted interviews, and completed site visits to examine supply chain and port opportunities in New York, including with Minority- and Women-Owned Business Enterprises (MWBEs) and Service-Disabled Veteran-Owned Businesses (SDVOBs).
 - Vineyard Offshore will use NYSERDA’s Offshore Wind Supply Chain Database and the MWBE Certified Database maintained by Empire State Development to continue identifying and engaging with these businesses.
- To inform our approach and commitments related to US iron and steel content and to ensure we can meet the minimum requirement of \$120,000 per megawatt of Offer Capacity to be spent on

US iron and steel components, Vineyard Offshore has engaged and will continue to engage existing US- and New York-based suppliers of structural iron and steel components, global primary component suppliers without US- or New York-based manufacturing, and US-based steel mills. To-date, Vineyard Offshore has engaged in market outreach with substation jacket suppliers headquartered along the Gulf of Mexico, wind turbine generator tower manufacturers with proposed domestic facilities, monopile manufacturers with existing or planned domestic facilities, as well as with domestic steel fabricators directly.

- Vineyard Offshore will describe methods used to identify a working list of Tribal Nations and diverse community members, local and state elected officials, state and federal agencies, institutions, local businesses, EJ communities, and non-profit organizations associated with the Project.
- A list of Vineyard Offshore's key tribal, communications, environmental, fisheries, labor, outreach, and marine affairs team members is provided in Section 2.2 of this SEP. Vineyard Offshore's New York-based team members include the following:
 - In October 2022, Vineyard Offshore hired Andrea Bonilla as a New York-based External Affairs Manager. Andrea has a decade of experience in grassroots organizing and well-established community relationships, particularly on Long Island. She is now the Senior Manager of External Affairs in New York and leads Vineyard Offshore's New York engagement and community efforts for the Project.
 - In October 2023, Vineyard Offshore hired Marlena Fitzpatrick as a Workforce Development Manager. Marlena has over two decades of experience in grassroots organizing and supporting Black, Indigenous, and People of Color (BIPOC) in other industries. This knowledge had carried over and translated into setting up partnerships for Vineyard Offshore to support local communities with K-12 programming, workforce and training programs, higher education partnerships, and other initiatives.
 - In January 2024, Vineyard Offshore hired Aaron Siegel as a New York Community Liaison focused on grassroots organizing and community outreach in southern Nassau County. Aaron supports Vineyard Offshore's outreach activities, including participating in our rotating office hours program, attending community and public events, maintaining stakeholder databases, coordinating outreach efforts with our communications team, and staying informed of local communities.
 - In February 2024, Vineyard Offshore hired Blake Hyatt as a New York Labor Relations Manager. He has over 15 years of experience in local government and community organizing. In his current role, Blake is supporting our commitments to union labor, including negotiating one or more project labor agreements (PLAs) and labor peace agreements (LPAs) for the Project.
 - Additional New York-based staff will be hired as needed post-ORECRFP24-1 contract award and execution. When such staff are hired, as appropriate, Vineyard Offshore will indicate the communities that community liaisons would represent. Vineyard Offshore will work with local partners and community stakeholders to source potential hires.

- Vineyard Offshore has and will continue to identify what departments within the company will own the relationships with the stakeholders listed and adapt as needed throughout the stages of the Project.
- Stakeholder identification goals are provided in Section 3.1 of this SEP.

2.2 Assigning Team Members in Your Organization as the Primary Relationship Holder

In this section, the Proposer shall provide a list of communication officers with their names, roles, and contact information. The list should provide stakeholders with an understanding of who should be called for a particular issue or question. In addition to this list, the Proposer shall explain how this information will be kept current to reflect organic changes in staff and in responsibilities throughout the Project life cycle and where stakeholders can access this contact information going forward.

- Vineyard Offshore has and will continue to provide staff biographies and relevant contact information on our website: <https://www.vineyardoffshore.com/>.
- Companies interested in being a supplier or contractor for Vineyard Offshore should complete this form: <https://www.vineyardoffshore.com/suppliers>.
- Dedicated resources for fishermen are available here: <https://www.vineyardoffshore.com/fishermen>.
- All inquiries, questions, or concerns can be directed to info@vineyardoffshore.com.
- To sign up for regular updates, fill out the contact form: <https://www.vineyardoffshore.com/contact-us>.
- A non-exhaustive list of team members working on the Project is provided in the following table. This list is subject to change.

Project Information and Contacts		
Name/Title	Role	Contact Information
Project Development		
Nora DeDontney, Vineyard Mid-Atlantic Development Director	Direct and oversee Project development activities in Lease Area OCS-A 0544	NDeDontney@vineyardoffshore.com
Communications		
Kathryn Niforos, Senior Manager of Communications	Lead and conduct corporate and Project communications, including media relations	KNiforos@vineyardoffshore.com
Permitting and Environmental Affairs		
Esther Siskind, Vineyard Mid-Atlantic Federal Permitting Lead	Lead federal permitting activities for Lease Area OCS-A 0544; secondary E-TWG representative	ESiskind@vineyardoffshore.com
Scott Salmon, Senior Permitting Manager (New York)	Direct and oversee state permitting activities in New York	SSalmon@VineyardOffshore.com
Elizabeth Marsjanik, Senior Manager, Environmental Affairs	Primary E-TWG representative	EMarsjanik@VineyardOffshore.com

Project Information and Contacts		
Name/Title	Role	Contact Information
Tribal Nations		
Jacob Miller, Tribal Lead (East Coast)	Direct and implement Tribal Nation engagement activities and partnerships	JMiller@vineyardoffshore.com
Community Engagement		
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Aaron Siegel, New York Community Liaison	Conduct and support community engagement and outreach activities in New York	ASiegel@vineyardoffshore.com
Workforce Development		
Jennifer Cullen, Director of Labor, Workforce, and Local Content	Direct and oversee labor, workforce, and local content engagement activities, negotiations, and program development	JCullen@vineyardoffshore.com
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Bryan Mornaghi, Procurement Director	Direct and oversee Vineyard Offshore’s procurement activities	BMornaghi@vineyardoffshore.com
Fisheries and Other Marine Users		
Crista Bank, Senior Manager, Fisheries	Lead fisheries contact; primary F-TWG representative	CBank@vineyardoffshore.com
Emmie Page, Fisheries Liaison	Fisheries Liaison for Lease Area OCS-A 0544; secondary F-TWG representative	EPage@vineyardoffshore.com
Jeannot Smith, Marine Liaison Officer	Lead liaison for non-fisheries mariners	JSmith@vineyardoffshore.com

3. Stakeholder Engagement Goals

3.1 Defining Goals and Desired Outcomes

This section should describe goals and desired outcomes developed through a collective understanding of shared interests for each stakeholder group identified in Section 2.1. Specifically,

- *The Proposer shall define the issues and/or information prioritized by each stakeholder group and Tribal Nation.*
- *The Proposer shall list goals set for benefiting Disadvantaged Communities consistent with the*

Climate Act's focus on building an inclusive, clean energy economy, including education, training, and hiring opportunities.

- *The Proposer shall identify opportunities for participation and collaborative decision-making throughout the development process with community members, local elected officials, Tribal Nations, relevant businesses, institutions, environmental justice communities, Disadvantaged Communities, and non-profit organizations. Efforts may include, but are not limited to, MOUs and LOIs.*
- *The Proposer shall describe investment commitments, including Disadvantaged Community Commitment claims included in Section 6.05 of the Agreement to aid in the pursuit of said goals.*
- *Proposers are encouraged to allow for flexibility and growth of goals over time while maintaining a clear organizational structure and approach, including success metrics for process and outputs.*

Vineyard Offshore's overarching stakeholder engagement goals for all stakeholder groups across all Project phases include the following:

- Identify a diverse and representative set of stakeholders and opportunities for collaboration that will yield impactful community benefits.
- Forge constructive stakeholder relationships built on trust and transparency.
- Provide accurate, factual, timely, and relevant information.
- Ensure information regarding Project features and benefits is accessible and well understood.
- Provide a range of opportunities for meaningful public engagement and stakeholder consultation.
- Incorporate stakeholder input into Project design, construction, and operations plans wherever feasible.
- Deliver tangible, direct, and sustained economic benefits to New York State, DACs, and other host communities.

In addition, Vineyard Offshore will take the following actions to achieve stakeholder engagement goals:

- Vineyard Offshore will define the issues and/or information prioritized by each stakeholder group, as identified in collaboration with stakeholders.
 - Vineyard Offshore has engaged with stakeholders from a diverse and inclusive array of stakeholder groups. A set of common concerns and issues have been expressed, with a desire to work toward collaborative solutions, including the following:
 - A need for clarity on Project timelines to better inform educational, training, workforce, and supply chain opportunities
 - The importance of place-based, hyper-local outreach, initiatives, and programming tailored to specific community needs
 - Socioeconomic barriers like the lack of affordable housing, childcare, transportation, broadband access, digital literacy, English proficiency, and other deeply entrenched systemic impediments that continue to keep DACs and EJ communities from participating

in educational, workforce, and generational wealth activities

- A strong desire to create long-term partnerships to benefit all community members and, more importantly, those who have traditionally been left out of public engagement processes and economic opportunities in the past
 - A need for collaboration among government, non-profit organizations, educational and workforce partners, and business and industry alike to form partnerships that avoid siloes and provide all necessary services to be able to maximize community participation in the offshore wind industry
- Vineyard Offshore will aim to benefit DACs through its engagement, workforce, labor, and Project activities consistent with the Climate Leadership and Community Protection Act's focus on building an inclusive, clean energy economy, including education, training, and hiring opportunities.
 - Vineyard Offshore will continue to identify opportunities for collaborative decision making and efforts throughout the development process with Tribal Nations, community members, local elected officials, relevant businesses, institutions, EJ communities, DACs, and non-profit organizations, including memorandums of understanding and letters of intent.
 - Vineyard Offshore has identified opportunities for the development of a community-led workforce engagement process, as well as supply chain programs, environmental and fisheries initiatives, and community benefits. Certain partnerships have already begun pilot programs. Long-term and additional partnership details for the previously mentioned initiatives will be finalized after-ORECRFP24-1 contract award and execution.

4. Stakeholder Engagement Activities, Consultations, and Partnerships

4.1 Planned Activities and Outreach

In this section, the Proposer shall detail options for engagement activities with stakeholder groups and Tribal Nations.

- *The Proposer shall list engagement approaches and activities specific to stakeholder groups defined in Section 2.1, including examples of activities to date or planned activities to incorporate the perspectives of environmental justice, Disadvantaged Communities and Tribal Nations.*
- *The Proposer shall describe success metrics for each type of engagement activity. Success metrics could include number or cadence of engagements and attendance by targeted participants, quantitative and qualitative effectiveness of public awareness campaigns, collaborative actions that come out of stakeholder engagements, stakeholder input incorporated into Project plans, verbal or written support for the Project, or other measures.*
- *The Proposer shall detail accessibility factors, especially for Disadvantaged Communities, including Tribal Nations, to be considered in planned activities and outreach. Factors could include convenience of meeting times, accessibility of locations or virtual platforms, childcare needs, language and interpretation needs, and variety of opportunities to participate and ways to provide input.*
- *The Proposer shall consider appropriate communication methods tailored to different stakeholder*

groups to maximize both general awareness and participation from those groups. The Proposer shall describe examples of possible communication strategies toward a desired outcome, such as promoting attendance at a public event or participation in a public survey.

- *The Proposer shall describe a plan for providing consistent follow-up with the stakeholders they have engaged, especially members of Disadvantaged Communities, including Tribal Nations, to make clear how their input was considered, and/or provide continued learning opportunities.*
- *The Proposer shall participate in technical working groups related to environment, fisheries, maritime, jobs and supply chain, environmental justice, and other potential technical working groups to ensure industry coordination.*

Stakeholder engagement activities necessarily vary over time and across stakeholder groups as projects move from the development phase through construction to operation. Our approach to stakeholder engagement is inherently flexible as it is focused on meeting stakeholders where they are and accommodating their changing needs. We understand that successful engagement is grounded in two-way dialogue: just as Vineyard Offshore aims to deliver information in an accessible and appropriate way, we leverage these opportunities to gather feedback to inform our future strategies.

- Vineyard Offshore’s engagement approaches and activities specific to Tribal Nations and stakeholder groups will continue to be based on our team’s experience with each group and their needs and desires.
 - Vineyard Offshore employs a range of communication and engagement activities for different stakeholder groups. For all stakeholder groups, at a minimum, we seek to communicate Project information and engagement and partnership opportunities through one or more of the following: website; social media; newsletters; emails; videos; press releases; newspaper, radio, podcast, and television interviews; virtual and in-person meetings and events; and digital advertisements.
 - Communication and engagement approaches for agencies are provided in our [Agency Communication Plan: Lease Area 544](#).
 - Communication and engagement approaches for Tribal Nations are provided in our [New York Bight Joint Native American Tribes Communication Plan](#).
 - Communication and engagement approaches for fisheries stakeholders are provided in our [Fisheries Communication Plan: Lease Area 544](#).
 - Vineyard Offshore has begun and will continue to engage with the appropriate labor union stakeholders to learn about each union’s training capabilities and needs, as well as their workforce, recruitment efforts, and needs. We have and will continue to meet with appropriate labor union stakeholders to negotiate in good faith one or more PLAs and LPAs for the Project.
 - Vineyard Offshore has implemented a rotating office hours program throughout Nassau County where Vineyard Offshore team members, including subject matter experts, are available to the public. This program creates a consistent and predictable way for stakeholders to receive information, ask questions, and provide input. Vineyard Offshore will continue to provide dependable programs and forums for community members and

- stakeholders to receive information, give feedback, and learn about workforce and supply chain opportunities.
- Vineyard Offshore will provide New York companies with the opportunity to offer to provide goods and services for which there is capability in New York State by communicating relevant opportunities through the New York Offshore Wind Supply Chain Database maintained by NYSERDA and working with trade and business organizations.
 - Vineyard Offshore will utilize the New York Offshore Wind Supply Chain Database to enable domestic US iron and steel supplier contracts as practicable.
 - Vineyard Offshore will consult the New York Offshore Wind Supply Chain Database, the MWBE Certified Database maintained by Empire State Development, and the Directory of New York State Certified SDVOBs maintained by the Office of General Services to communicate supplier opportunities to MWBEs and SDVOBs.
 - To engage with the US iron and steel industry, in the last six months, Vineyard Offshore has met with four distinct wind turbine generator tower fabricators contemplating domestic steel supply of offshore wind towers and two potential domestic monopile fabricators. [REDACTED] substation jacket fabricators in the Gulf of Mexico to further consider pathways to securing the domestic content investment tax credit bonus.
 - Vineyard Offshore will work with NYSERDA, offshore wind developers, and other stakeholders as appropriate to mitigate the risk of stakeholder fatigue when determining future engagement approaches and activities for specific stakeholder groups.
 - Vineyard Offshore will develop predictable, inclusive, and consistent means of communication and engagement to ensure a diverse array of stakeholders can meaningfully participate in the Project development process and have access to Project benefits.
 - Vineyard Offshore is open to participating in any additional outreach and engagement processes that will maximize stakeholder participation and improve Project outcomes.
 - Vineyard Offshore will determine appropriate success metrics for engagement activities.
 - Vineyard Offshore will detail accessibility factors, especially for DACs, including convenience of meeting times and accessibility of locations or virtual platforms, childcare needs, language and interpretation needs, and variety of opportunities to participate in and ways to provide input. We will leverage our knowledge to tailor our outreach, partnerships, and programming to support communities in meaningful ways.
 - Vineyard Offshore recognizes that our engagement needs to be coordinated, mindful, and targeted, while also being accommodating, inclusive, and open to all.
 - Among other things, Vineyard Offshore has and will continue to consult with community-based organizations about hyper-local needs like timing, digital access, venue access, transportation, language needs, and childcare accessibility, and other accommodations to maximize opportunities for DAC residents to provide input.
 - Vineyard Offshore will continue to identify opportunities to tailor supply chain engagement

- activities to increase participation of New York MWBEs, SDVOBs, and businesses in the Project that are located in DACs.
- Vineyard Offshore will continue to provide updates to stakeholders in an appropriate manner that can be easily accessed and widely distributed, including providing Semi-annual Progress Reports that are posted on the Bureau of Ocean Energy Management’s (BOEM’s) website.
 - Vineyard Offshore will create and implement an anticipated outreach and schedule before informing stakeholders of planned activities, as practicable, including alerting NYSERDA and posting public events to our website’s events page.
 - Vineyard Offshore will provide consistent follow-up with the stakeholders we have engaged, especially members of DACs, to make clear how stakeholder input was considered, and/or we will provide learning opportunities to raise awareness of and gain support for the Project with stakeholders.
 - Vineyard Offshore has and will continue to participate in technical working groups (TWGs) related to fisheries, marine, jobs and supply chain, EJ, and other potential TWGs to ensure industry coordination.

4.2 Planned Partnerships

This section should describe proposed or existing partnerships with community organizations, institutions, local businesses, and nonprofit organizations.

- *The Proposer shall provide details of the nature of these partnerships, desired outcomes, and any associated investments, hiring, training, or educational opportunities in local communities.*
- *The Proposer shall explain where partnerships may foster opportunities for local businesses to participate in and benefit from the growing offshore wind industry.*
- Vineyard Offshore has identified more than 100 community organizations, institutions, local businesses, and non-profit and community-based organizations that have become collaborative partners by providing feedback, helping to amplify messaging and information, co-creating events, performing short- and long-term programming for stakeholders, sharing hyper-local expertise, and supporting Project development in mutually beneficial manners.
- Vineyard Offshore will endeavor to provide as much detail of the nature of these partnerships and any particular hiring, training, or educational opportunities in local communities.
 - Vineyard Offshore has identified opportunities for the development of a community-led workforce engagement process, supply chain programs, environmental and fisheries initiatives, and community benefits. Details will be finalized and announced at a future date.
- Through identified business, manufacturing, trade, and other associations, Vineyard Offshore will endeavor to explain where partnerships may foster more business opportunities for local businesses to participate and benefit from the growing offshore wind industry.
- Currently, members of Vineyard Offshore’s team serve on an assortment of New York based nonprofit boards to better help inform its outreach and stakeholder participation. These are the Long Island Association (LIA), the New York Offshore Wind Alliance (NYOWA), and the National Offshore Wind Research and Development Consortium (NOWRDC).

5. Tracking Progress and Communications

5.1 Tracking Stakeholder Engagement

This section should detail the tracking of relationships, activities, and outcomes from engagements.

- *The Proposer shall describe how they plan to track progress toward shared goals with stakeholder groups, as identified in Section 3.1, including when and where the goal is supported or achieved through engagement activities.*
- *The Proposer shall detail how they plan to track relationships and engagements with stakeholders and provide a current example of such a tracker to demonstrate progress in stakeholder engagement efforts. NYSERDA is open to accepting the same report style as the BOEM OCS Lessees are required to submit for the agency's stipulated semi- annual progress report. Proposers are encouraged to use the templates provided in the Quarterly Report (Appendix H, Exhibit K), pasted below for ease of reference.*
- Vineyard Offshore supports goals of increasing transparency in stakeholder engagement; however, any public reporting obligations must be mindful of the need to protect sensitive Project information and stakeholder relationships, including allowing stakeholder identities to be withheld if and when requested by stakeholders.
- Vineyard Offshore will develop a plan to track relationship progress with stakeholders and provide a current example of such a tracker. NYSERDA has expressed its openness to accepting the same report style as the BOEM lessees are required to submit for the agency's stipulated Semi-annual Progress Report.
- Vineyard Offshore has implemented a Stakeholder Relationship Management platform to track external interactions, collaborations, partnerships, event attendance and participation, and feedback. Vineyard Offshore will use this platform to assist in creating the necessary reports requested in Exhibit K and the styled templates that follow.
- Vineyard Offshore will collaborate with NYSERDA, offshore wind developers, and other stakeholders to reduce consultation burdens as much as practicable and to accommodate reasonable requests by stakeholders to coordinate engagement.
- Vineyard Offshore is committed to continuing an iterative process of feedback with NYSERDA as it creates our Quarterly Reports.

Engagements with Tribal Nations						
Date	Tribal Nation, Representative Name, Representative Title	Engagement Type	Topics Discussed	Response to Information/ Outcomes	Follow-up Scheduled/ Provided	Change in Project Plan?
Table Text	Table Text	Table Text	Table Text	Table Text	Table Text	Table Text

Engagements with Elected Officials							
Date	Elected Official, District/Area They Represent	Supporting Staff in Attendance	Engagement Type (ex. Public/Private, Briefing/Event)	Topics Discussed	Responses to Information/ Outcomes	Follow-up Scheduled/ Provided	Change in Project Plan?
Table Text	Table Text	Table Text	Table Text	Table Text	Table Text	Table Text	Table Text

Other Stakeholder Meetings, including Consultation with New York State Agencies and Participation in Technical Working Groups (TWGs).

Other Stakeholder Meetings						
Date	Organization/ Stakeholder Group	Engagement Type (ex. Private/Public, Briefing/Event)	Topics Discussed	Responses to Information/ Outcomes	Follow-up Scheduled/ Provided	Change in Project Plan?
Table Text	Table Text	Table Text	Table Text	Table Text	Table Text	Table Text

Hosted Public Events								
Date of Event	Engagement Type	Goal/ Subject of Engagement	Marketing Ahead of Event	Targeted Attendance	Final Attendance	Elected Officials Invited/ Attended	Follow-up Material Provided	Feedback Received
Table Text	Table Text	Table Text	Table Text	Table Text	Table Text	Table Text	Table Text	Table Text

5.2 Tracking Stakeholder Marketing Efforts

This section should detail the tracking of general communications or marketing campaigns to raise awareness among communities proximal to activities related to Project development, construction, operation, and decommissioning.

- *The Proposer shall describe possible marketing methods that have been or will be employed to:*
 - *Communicate project development status or potential effects in local communities, and*
 - *Raise awareness of the project, project benefits, or workforce development opportunities, especially in Disadvantaged Communities.*
- *The Proposer shall detail how they plan to track marketing efforts or public awareness campaigns and provide a current example of such a tracker. Proposers are encouraged to use the template from the Quarterly Report (Appendix H, Exhibit K), pasted below for ease of reference.*
- Vineyard Offshore has employed assorted strategies to market our efforts to stakeholders: digital and print media, in-person outreach, calling and texting, emails, printed materials in English and Spanish, partner newsletters, municipal outreach, and more.
- Vineyard Offshore will detail how we plan to track marketing efforts or public awareness campaigns and provide a current example of the tracking tool.
 - Vineyard Offshore will develop appropriate public campaigns and/or marketing efforts for the Project tailored to intended audiences after ORECRFP24-1 contract award and execution. Such public campaigns and/or marketing efforts will leverage experience gained on the Vineyard Wind 1 project and be developed with input from stakeholders.
 - Vineyard Offshore will consult with NYSERDA after ORECRFP24-1 contract award and execution to develop effective and manageable tracking mechanisms that align with BOEM’s lease area reporting requirements, ORECRFP24-1 reporting requirements, and other data collection and reporting requirements. Such mechanisms will be designed to ensure the protection of sensitive Project information, stakeholder relationships, and other confidential information.
 - Public campaigns, marketing efforts, data collection, and tracking mechanisms are likely to

evolve over time to ensure such approaches are useful and effective.

- Vineyard Offshore will detail public awareness campaigns leveraged to communicate or advertise Project development status, hiring, training and supply chain opportunities, and impacts on local communities.
- Vineyard Offshore will endeavor to ensure that stakeholders in host communities have ample opportunities to learn about Project development activities and status regardless of their support or interest in the Project or an activity.
- Vineyard Offshore will detail marketing methods for raising awareness of workforce opportunities within DACs.
- Vineyard Offshore will provide a list of such public campaigns or marketing efforts along with the data seen in the styled table that follows.
 - Vineyard Offshore anticipates providing non-confidential data and tracking information about public campaigns and marketing efforts in a form that is the same as or similar to the following table in satisfaction of our quarterly reporting requirement.

Public Campaigns and Marketing Efforts					
Campaign Key Messages	Marketing Campaign Method	Frequency of Communication or Marketing Collateral	Feedback or Inquiries from Campaign	Dates and Duration of Campaign	Location(s) of Campaign
Table Text	Table Text	Table Text	Table Text	Table Text	Table Text
Table Text	Table Text	Table Text	Table Text	Table Text	Table Text
Table Text	Table Text	Table Text	Table Text	Table Text	Table Text

Section 8.3 Attachments

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



**VINEYARD
OFFSHORE**



Attachment 8.3-1: Vineyard Wind 1 Case Studies

Winning Over a Skeptical Community

A Case Study in Offshore Wind Development

Led by the core team behind Vineyard Wind 1, Vineyard Offshore brings the unique perspective of having built collaborative relationships with community and other stakeholders, including those once vehemently opposed to offshore wind projects, and who are now among the project's best partners. That's especially the case with the town of

Barnstable, where the project's subsea cables come to shore at Covell's Beach and interconnect to the New England power grid. There, we spearheaded a collaborative approach to engagement that built a bridge with a once-resistant community - and which has become a core component of the Vineyard method of offshore wind development.

Engaging Early and Often

Community leaders, residents, and town officials in Barnstable strongly opposed - and sued to stop - the Cape Wind project previously proposed for Nantucket Sound. During our preliminary due-diligence efforts to investigate potential landfall sites on Cape Cod, with Barnstable a likely candidate due to the location of key energy infrastructure, the Vineyard Wind project was viewed with a great deal of skepticism. We understood that it would require extensive engagement with town staff, elected officials, community leaders, and local residents to overcome initial perceptions and build strong working relationships with the community.

Beginning in 2016, more than a year before the start of the permitting process, Vineyard Wind initiated widespread outreach efforts, which provided residents time to become informed, ask important questions, and provide valuable input to the project.



Welcome sign at Covell's Beach

The project would ultimately host over a hundred public meetings, open houses, forums, and other events, holding them in libraries, senior centers, auditoriums and public spaces throughout the town of Barnstable. At these events, residents were able to meet directly with project staff and experts, and Vineyard Wind staff were given the chance to listen to local concerns, provide detailed information, and receive critical, neighborhood-level insights.

Frequent engagement with the town, elected officials, and town staff became a focused priority of our project team, which emphasized effective collaboration and communication throughout the project's development phase. We regularly presented updates to the Barnstable Town Council; provided monthly updates at Town Council public meetings; conducted direct outreach to Town Councilors; and held regular meetings with the Department of Public Works and Town Manager. Vineyard Wind also engaged directly with civic and community organizations in and around the town of Barnstable, giving presentations about the project and gathering feedback. We were also active in the community, regularly participating in events.



Information Session on Covell's Beach

Later, when the Covid-19 pandemic hit, the project team shifted to holding regular virtual meetings, which also helped to engage older residents, seasonal residents, and others who might not attend an in-person meeting; these continued after pandemic restrictions loosened. Taking a suggestion from local residents, we began hosting information sessions on Covell's Beach in the summer months.



Meeting with local residents in 2019

The sessions, held onsite, resulted in dozens of discussions with residents, visitors and other beach users, many of whom were aware of the project but hadn't attended a public meeting. Supplementing the range of public meetings was an actively updated website dedicated to Barnstable residents, focusing on concerns most relevant to the local community.

Host Community Agreement Unanimously Approved

In October 2018, the Barnstable Town Council unanimously approved the nation's first offshore wind Host Community Agreement (HCA) with Vineyard Wind. Under the HCA, the town receives funding to offset impacts associated with hosting Vineyard Wind 1's onshore facilities, with payments totaling at least \$1.5 million per year between property taxes and host community payments (HCPs). The HCPs will provide \$16 million in supplemental revenue to the town under a plan to support clean wastewater initiatives in the town. The HCA contains provisions to ensure enhanced communication and coordination between town staff and Vineyard Wind, efforts to minimize

disturbance during construction, and environmental safeguards and infrastructure improvements important to the town. The HCA also provides for like-new restoration of areas impacted by construction, including the beach parking lot, which needed repair, as well as funding for renovation of the bathroom/shower station at Covell's Beach.

As a result of Vineyard Wind's outreach, engagement, and HCA commitments, the town of Barnstable lent its support to the project throughout the permitting process. In an August 15, 2019, letter to the *Cape Cod Times*, Paul Hebert, a member of the Barnstable Town Council, wrote, "Vineyard Wind

has been transparent on every issue and has reached out to stakeholders to assure best practices." At the groundbreaking in 2021, Andrew Gottlieb, executive director of the Association to Preserve Cape Cod, said, "One of the things I want to commend Vineyard Wind for is engaging in a meaningful, open way with the community."

Thanks to extensive public engagement, of the 13,260 written comments submitted in the final federal review, 80% were in favor of Vineyard Wind 1.



Collaborating on Construction for Savings

A critical test of project-town relations on Vineyard Wind 1 came in 2021, with the start of onshore transmission construction in Barnstable. It also presented a unique opportunity for further beneficial collaboration. By leveraging financial commitments from Vineyard Wind 1's HCPs, the town was able to accelerate a sewer project critical to addressing a wastewater pollution crisis. And, by coordinating construction activities with Vineyard Wind, the town was able to minimize disruption and save money in the process.

Combining these complex construction projects required enhanced communication, planning, and community outreach by both parties. Vineyard Wind and town Public Works teams met several times per week on a range of topics, including traffic management. Vineyard Wind established a hotline to collect community concerns and provide rapid response and resolution. The outreach team went door-to-door in neighborhoods impacted by construction, sent mailings and provided public notices of activities, and followed up at the household level on restoration efforts, utility shutoffs,

detours, and other items important to residents. In the end, this collaboration helped to confine the impacts of both construction projects and saved the town an estimated \$3 million to \$4 million.

"Vineyard Wind faced a skeptical community when they first came to Barnstable, but they communicated openly and often, responding to a lot of tough questions and resolving conflicts in all areas," said Town Manager Mark Ells. "I am pleased to say that the Vineyard team has partnered with the community, resulting in a successful project. They built a model of engagement that the whole industry should follow."

Winning the support of a skeptical community with patience, communication, and transparency, and then partnering to address the community's top environmental issue, was a special opportunity. But it is the kind of opportunity that Vineyard Offshore will continue to seek with future host communities. Our work in Barnstable set a standard of community engagement that is now central to the Vineyard method of offshore wind development

Partnering with the Fishing Industry

A Case Study in Offshore Wind Development

Vineyard Offshore believes that offshore wind and the fishing industry can both thrive together. There is no better example of that than Vineyard Offshore's experience developing, and now constructing, Vineyard Wind 1.

Through Vineyard Wind, Vineyard Offshore has amassed a decade of experience working with commercial and recreational fishermen, vessel owners, fishing advocacy organizations, shore support services, and fisheries research institutions in the Northeast. Our record of accomplishment demonstrates our ability to develop productive working relationships with fisheries stakeholders as well as our commitment to develop, permit, and deploy well-sited offshore wind projects with minimal environmental and fisheries impacts - and monitor what impacts may occur.

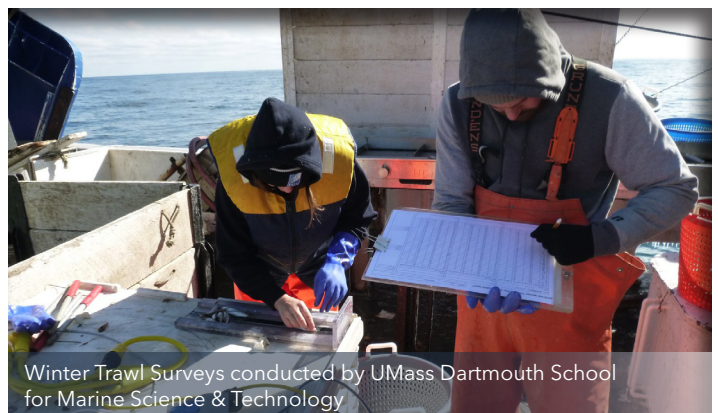
Early on, Vineyard Wind led other developers in the Massachusetts/Rhode Island wind energy areas to adopt 1 X 1 nautical mile spacing - the largest spread between wind turbine generators ever established for offshore wind facilities - in response to industry feedback that such spacing would accommodate safe transit and traditional commercial fishing practices throughout the wind energy areas. While engaging with the industry to minimize impacts, Vineyard Wind also committed substantial funds to compensation for commercial



Fisheries Liaison Travis Lowery and Fisheries Manager Crista Bank

fishing losses associated with both lease area development and cable installation.

But more than that, the Vineyard Wind project showed how the fishing industry and an offshore wind developer could work together for mutual benefit, with vessel upgrades and port facility enhancements leading to opportunities for fishermen to put their skills, knowledge, and boats to work on the project itself. Finding ways to collaborate is central to the Vineyard method of offshore wind development.



Winter Trawl Surveys conducted by UMass Dartmouth School for Marine Science & Technology

Building Trust through Science and Communication

From the start, the Vineyard Wind team knew it had to open lines of communication with the fishermen who worked the waters around the project site - and that fisheries science was a key part of opening that communication and starting to form trusting relationships.

Vineyard Offshore recognizes the importance of good, accurate science in protecting and managing marine resources, including offshore wind. In the Northeast in particular, the fishing industry is under pressure from catch limits imposed by federal regulators. With Vineyard Wind the first large-scale project, science would be essential to understanding the impacts of development - and that fishermen would have to be involved.

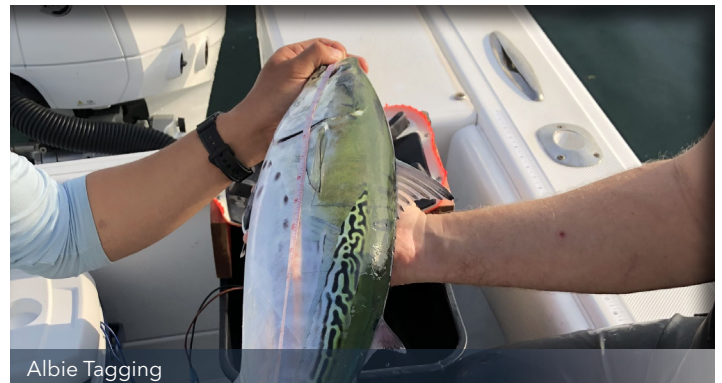


Port Hours, New Bedford

Early on, the Vineyard Wind team reached out to fishermen to collaborate on the largest offshore wind-supported fisheries science program in the U.S. The program included a fisheries survey component developed in partnership with the University of Massachusetts Dartmouth's School for Marine Science and Technology (SMAST) to establish baseline conditions, identify construction impacts, and monitor long-term effects. Survey protocols were developed with input from more than 75 commercial and recreational fishermen as well as academic and government agencies. The first SMAST report was peer-reviewed by three scientists

and eight fishermen, and Vineyard Wind held a forum for fishermen to review the results. Carried out onboard commercial fishing vessels, these surveys were conducted for the three years prior to construction, currently during construction, and will continue for three years after construction is finished, far exceeding the federal requirement of one-year pre-construction and one-year post-construction monitoring. This commitment to rigorous monitoring has helped build trust with the fishing community.

Vineyard Wind also funded additional fisheries science efforts with fishing industry partners concerning particular species important to recreational and commercial fishing. These included an effort to develop better data on false albacore, or "albies," to spur the start of proactive management, and projects to develop baseline data on the whelk fishery in Southern New England.



Albie Tagging

But the engagement with fishermen did not end with science, as communication throughout the development and construction process has been paramount. Vineyard Wind was the first offshore wind development to engage Fisheries Representatives drawn from the fishing ranks - now recognized as a best practice - and its Fisheries Communication Plan set the standard for effective and regular engagement with fishermen and fisheries stakeholders. As it has evolved over more

than 10 years of input from the fishing industry and others, and is now ready to apply to future projects, Vineyard Offshore’s approach to fisheries communications revolves around a team led by Fisheries Manager Crista Bank and Fisheries Liaison Travis Lowery, both fisheries biologists who have conducted research working directly with fishermen throughout their careers. They are readily available to fishermen via phone, email, and text, as they develop relationships of trust by collecting and conveying fishing industry concerns and working toward solutions.

The Vineyard Offshore fisheries team maintains a network of representatives from specific fisheries, ports in New York, Connecticut, Rhode Island, and New Jersey, as well as Massachusetts, and different gear types. They also hold “port hours” throughout the region to provide information to fishermen who work in or transit through the Vineyard Wind and other Vineyard Offshore lease areas. Vineyard Offshore also spearheaded a fishing gear loss compensation process developed with input from our fisheries representatives and is now working with neighboring developers to create the same gear



The Southcoast Health mobile health van on Pier 3, New Bedford

loss form and application procedure, in order for fishermen to be quickly and fairly compensated when interactions do happen.

Finally, Vineyard Wind has provided important support to the fishing community. In the early days of the COVID-19 pandemic, the Vineyard Wind team rallied offshore wind leaseholders to support free testing, then continued to fund the testing program on its own. Vineyard Wind has contributed annually to a seafood donation program, and provided scholarships for fishermen and family members to participate in the Offshore Wind Technician Certificate program on Martha’s Vineyard through Bristol Community College.

Investing in Fishermen, Facilities, and Fleet

But above all, the team behind Vineyard Wind 1 wanted the project to be a vehicle of opportunity for fishermen working out of ports in New Bedford, along the South Coast of Massachusetts, and Cape Cod and the islands.

Vineyard Wind has provided funds for investments that would pre-qualify Massachusetts-based fishing vessels for offshore wind work under industry-mandated health, safety, and environmental (HSE) requirements. These funds paid for 18 vessels to receive safety equipment to meet U.S. Coast Guard regulations. These vessel upgrades not only

help to integrate the fishing fleet into industry and research activities for the offshore wind industry but also improve the safety of vessels operating off the Massachusetts coast, whether for offshore wind or fishing. Vineyard Wind also supported training for crew members to pursue their National Operator of Uninspected Passenger Vessel (OUPV) license, upgrade to master’s license, and fishermen safety/survival certificates, with over 100 fishermen benefiting.

Also serving both the offshore wind and fishing industries is a partnership between Vineyard Wind

and a joint venture featuring a longtime fishing family. The Pope's Island Partnership is building out a berthing and fueling facility for crew transfer vessels (CTVs) and fishing boats. Two floating barges will be installed on the island, which is protected by New Bedford's hurricane barrier. They will be equipped with fuel tanks and other suitable infrastructure to support up to six CTVs berthed there and other commercial maritime users.

"This project provides the capacity for the offshore wind industry to efficiently utilize the New Bedford Harbor while also ensuring New Bedford's commercial fishing industry can continue operating within the New Bedford Harbor with little to no interruptions," said Charles Quinn, President of Quinn Fisheries. "By expanding space through increased berthing spaces and increased fueling capacity, we're supplying two key components that both industries need, so that both can flourish."

But the most direct benefit for vessel owners and their crews came when Vineyard Wind put out its first "request for vessel information" in December 2020. This call invited owners interested in supplementing their fishing businesses with work for hire on various aspects of wind project development. Since then, Vineyard Wind has hired more than 30 different fishing vessels for fisheries research, scouting for fishing gear in the path of survey vessels, and acting as safety vessels during offshore cable installation. The need to hire fishing vessels is only increasing as offshore construction ramps up.

Working together has also helped to minimize conflict on the waters. An example: With subsea cable-laying under way last spring, the scout vessel crew spotted a string of conch pots on the cable route, apparently laid by a fisherman who, having

recently become active, was not on any list to receive information on construction activities. Fisheries Manager Crista Bank and the scout vessel captain - himself a conch fisherman - called around their networks in order to reach him. Alerted to the situation, the fisherman was able to relocate the pots himself.



Vineyard Wind CEO Klaus S. Moeller visited the State Pier in New Bedford to wish Captain Tony Alvernaz and the crew of the FV Kathryn Marie well as they embarked on an 8-day trip to support offshore construction for the wind project.

With increasingly stringent catch limits posing challenges to this iconic New England industry, fishermen from New Bedford to Provincetown found a perhaps surprising partner in the developer of the nation's first commercial-scale wind project. But building partnerships for mutual benefit - that's the Vineyard method of offshore wind development.

"Fishing can be a boom or bust industry," said

Tony Alvernez, captain of FV Kathryn Marie.

"By working with Vineyard Wind, we're able to add a new stream of revenue to our business, while at the same time update our vessel with improved safety equipment. This should be a real opportunity for years to come."



Partners on Savings, Resiliency, and Jobs for an Island Community

A Case Study in Offshore Wind Development

For Vineyard Wind 1, the island of Martha's Vineyard always loomed large. Located midway between Cape Cod and the project's lease area, Martha's Vineyard is 15 miles from the project site. As a close neighbor of Vineyard Wind 1, the island community would necessarily have a critical role to play in public acceptance of the nation's first commercial-scale offshore wind development. But Martha's Vineyard played an even bigger role in - and has received significant benefits from - Vineyard Wind 1 through a unique community partnership formed even before the project had a site.

In 2015, Vineyard Wind signed the nation's first offshore wind Community Benefits Agreement (CBA) with the nonprofit Vineyard Power Cooperative. Under the CBA, Vineyard Power became a Community Benefits Organization for the purposes of the first auction of offshore lease areas by the federal government, providing support for Vineyard Wind in its bid for a lease and working with Vineyard Wind to develop a program of economic and other benefits for the island and its residents.

As the only bidder with a signed CBA, Vineyard Wind won its lease, earning a 10% discount on price, and began a long-term relationship with Vineyard Power that has paid off in customized benefits for Martha's Vineyard. These benefits include energy savings for income-eligible ratepayers; distributed



Commemorating the partnership with Vineyard Power

energy and battery storage projects to improve resiliency; infrastructure investments, including modernizing the Tisbury working waterfront; a direct role in project development enabling community concerns to be registered and addressed and for the community to get direct information as the project evolved; and long-term, year-round jobs.

Though unique in its particulars, the Martha's Vineyard story is representative of the Vineyard method of offshore wind development - community engagement through collaborative partnerships.



Vineyard Offshore and Vineyard Power teams at office opening

A Community Partnership

Central to the Martha's Vineyard story is the Vineyard Power Cooperative. Formed in 2009, the nonprofit Vineyard Power has a mission to promote local, renewable sources of electricity while enhancing resiliency of critical facilities on the island and ensuring access for all residents and business. With a vision of 100% renewable energy for Martha's Vineyard by 2040 - a goal that has been formally adopted by all six towns on the island - Vineyard Power sought to capture the benefits of offshore wind for the island community.

Under the CBA, Vineyard Power took responsibility for educating the public about offshore wind and building project support, while ensuring the project received direct community feedback. Involved in every aspect of permitting, Vineyard Power supported and led key portions of Vineyard Wind's community and stakeholder outreach. These efforts resulted in overwhelming support for the project. Of the 13,260 written comments submitted in the final federal review, 80% supported the project. All six towns on Martha's Vineyard submitted letters of support, which the state cited as an important consideration of its acceptance of the Vineyard Wind 1 project.



Vineyard Power Logo



State Rep. Dylan Fernandez, State Sen. Julian Cyr, Richard Andre of Vineyard Power, Gabe Bellabuono, O&M tech, Vineyard Wind CEO Klaus Moeller celebrate construction of Operations and Maintenance Facilities on Martha's Vineyard

Year-Round Jobs for a Seasonal Economy

In the eight years of partnership to date, Vineyard Wind and Vineyard Power have worked collaboratively to define and deliver a custom-designed set of community benefits for Martha's Vineyard under the CBA.

These benefits start with jobs. Three job fairs held in various locations on the island introduced residents to all the key contractors that would be working on the project and the jobs they would have available.

In addition, operations and maintenance (O&M) for Vineyard Wind 1 was to be based at Vineyard Haven, in the town of Tisbury. With Vineyard Haven harbor already providing commercial services to island residents, including year-round ferry and freight service, the offshore wind support facility will add a new dimension to the island's working waterfront and maritime industry.

In spring of 2023, construction began on the O&M facility, which will support 90 jobs for the 25+ year life of the project. These positions involve a range of occupations: wind turbine technicians, site managers, planners, helicopter pilots, crew transfer vessel support staff, and health, safety, and environmental managers. What's more, the project has committed to having the facility fully staffed by island residents within five years.

To that end, Vineyard Power collaborated with Bristol Community College and Adult Continuing Education of Martha's Vineyard to provide a remote Offshore Wind Technician Training Certificate program for island residents, with Vineyard Wind providing funding through the Massachusetts Clean Energy Center. A majority of the first class of trainees recruited by Vineyard Power were working seasonal jobs and saw the certificate training as a way to gain year-round, consistent employment. Vineyard Wind also provided scholarships to three local fishermen to study for the certificate.

Bill Savings and Resiliency Investments

Vineyard Wind's commitment to Martha's Vineyard did not end with O&M jobs. For all the communities on the South Coast, Cape Cod, and the islands affected by the project, Vineyard Wind 1 provided a Resiliency and Affordability Program (RAP). With funding of \$15 million over 15 years, RAP consists of two interrelated components: electric rate relief for income-eligible households and investments in distributed solar and battery storage projects to make critical facilities on the island more resilient against extreme weather and climate change.

Fully half of that funding - \$7.5 million over 15 years - is allocated to Martha's Vineyard, delivered through the Vineyard Power partnership. For approximately

"I was able to study everything here on the island, while working," said **Charlie Rice, one of the first General Electric local hires as an entry-level offshore wind turbine technician.** "There are year-round jobs on the island but most of them are seasonal, so to have something stable like this is huge."



As UMass Dartmouth's economic analysis for Vineyard Wind 1 notes, the "steady and well-paying jobs" created by the O&M operation will "have a significant positive impact on Martha's Vineyard economy, which experiences severe seasonal fluctuations in employment due to its largely tourism-dependent economy" and will result in a "positive and stabilizing impact on one of the Commonwealth's most highly seasonal regional economies."

600 low-income ratepayers, RAP will provide electric bill savings of roughly \$400 per year by buying down electric supply rates. Vineyard Power will also pursue potential for low-income ratepayer participation in local solar energy projects for further potential savings of up to \$600 per year for a total of nearly \$1,000 per year.



Vineyard Power's Richard Andre discussing employment opportunities at an event on Martha's Vineyard

To make the island community more resilient in the face of extreme weather it is exposed to, RAP will devote at least \$3.75 million to solar power and battery storage investments at critical facilities. The program will enable municipal, county, regional, tribal, and nonprofit entities to finance solar and battery storage projects, including microgrids, that enhance community resiliency for critical facilities and infrastructure by providing backup power, and also deliver energy cost savings. A slate of over 30 potential projects that meet the specified criteria have already been identified, with input from a community Advisory Committee. Selection and prioritization will be determined by factors such as municipality population size, geographic location, and Environmental Justice (EJ) population.

“The six towns of Martha’s Vineyard are committed to 100% renewable energy and the 100% elimination of fossil fuels,” said Vineyard Power President Richard Andre. “Our partnership with Vineyard Wind, through our first-in-the-nation Community Benefits Agreement, demonstrates that offshore wind development can not only deliver the clean, renewable energy but also provide jobs, investments, and bill savings to our community. Based on our collaborative partnership with Vineyard Wind, I would encourage any community with potential for offshore wind to explore a partnership with Vineyard Offshore.”



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Opportunity for Businesses by Looking Local First

A Case Study in Offshore Wind Development

Vineyard Offshore is committed to building a new clean energy industry in the United States. In both personnel and supply chain for its offshore wind projects, Vineyard Offshore takes the approach of “Look Local First” to maximize economic benefits in the communities where we do business. In that way we nurture a diverse, skilled local workforce, offer opportunities for local businesses in a new

and growing industry, and contribute to the communities that are touched by our projects. To see the commitment to local sources of supply that is central to the Vineyard method of offshore wind development, look no further than Vineyard Wind 1, the first commercial-scale offshore wind farm in the United States.

Looking Local

Looking Local First means sourcing goods and services from local companies wherever feasible. For Vineyard Wind, we began by identifying and partnering with companies to support the development of the local, regional, and domestic offshore wind supply chain. We also provided an opportunity for companies interested in supplying or working on our projects to submit their contact information and capabilities to us through an online form on our website, creating a dynamic contractor and supplier list. We worked with the Massachusetts Clean Energy Center to ensure that our bidders and contractors received the Massachusetts Offshore Wind Supply Chain Directory.

In requests for proposals (RFPs), Invitations to Tender (ITT), and bidders’ meeting presentations, we included an explanation of our Look Local First commitment along with information about relevant



Meet The Buyer Event (May 2019)

local content commitments and evaluated and scored local content aspects of proposals received. Vineyard Wind included Look Local First or similar clauses in relevant contracts for major contractors, original equipment manufacturers (OEMs), and other suppliers and held “Meet the Buyer” events for local companies, including three at the New Bedford Marine Commerce Terminal specifically to support survey vessel work.

Acting Local

In August 2021, the New Bedford Ocean Cluster (NBOC), in partnership with Vineyard Wind, launched the Act Local Program, a program designed to maximize the positive economic impacts of Vineyard Wind 1 in the greater New Bedford region by encouraging local business participation in the offshore wind industry. Act Local is a streamlined matchmaking system to connect local businesses with offshore wind opportunities. The program takes major RFPs issued by OEMs and major contractors and breaks them down into well-defined work scopes. In doing so, local companies can recognize scopes of work related to their product and service offerings and identify themselves as potential bidders in a new industry. These scopes are referred to as SMART opportunities - specific, measurable, actionable, relevant, and timely - and are posted online through the NBOC Portal.



Meet The Buyer Event (October 2021)

In another partnership to create business opportunities supplying Vineyard Wind, the Oceanic Network (formerly Business Network for Offshore Wind) offers educational programs designed to help local companies and entrepreneurs across Massachusetts learn about the offshore wind industry and how they can expand their businesses in the local supply chain. Following extensive outreach, a total of 141 participants

attended the five Offshore Wind Ready and Foundation 2 Blade trainings in New Bedford and other locations across the state in the first six months of 2023.



“The training was extremely informative and engaging. The speaker did an excellent job presenting the history and current practices and operations of the OSW industry,” said Erin Carr of Seaspray Container Co., a woman-owned enterprise located in nearby Fairhaven, about the Offshore Wind Ready session in New Bedford. “The Industry Roundtable was also very helpful and offered practical advice for how to proceed as a small business looking to enter the OSW industry.”

One specific opportunity for local sourcing is vessel contracting. Offshore wind project development, construction, and operation entails the use of many different types of vessels. Whenever feasible, Vineyard Wind and contractors have utilized US-flagged vessels and prioritized efforts to identify and contract with local vessels, including commercial and recreational fishing vessels and fishermen, that meet project needs. To help vessel owners qualify for offshore wind work, Vineyard Wind provided funds to upgrade vessels to meet industry-mandated health, safety, and environmental requirements.

Given their experience in Northeast waters and relationships with other fishermen, fishermen have provided invaluable services. These included research and support vessel work, with more than 30 local fishing vessels hired to date, and more to come as construction continues.

“Fishing can be a boom or bust industry,” said

Tony Alvernez, captain of FV Kathryn Marie.

“By working with Vineyard Wind, we’re able to add a new stream of revenue to our business, while at the same time update our vessel with improved safety equipment. This should be a real opportunity for years to come.”



Going Local

Among the diverse local and Massachusetts-based companies that are providing a range of functions for Vineyard Wind 1 are MVS Welding, Reliable Bus Lines, Hope II (a commercial fishing company), Hi Viz & Work Wear (personal protective equipment and signage), and Blue Fleet Welding. Luzo Fishing Gear, located two blocks from the Marine Commerce Terminal, started with a small contract supplying lift bags for offshore use, and gradually became a supplier of items ranging from handheld radios and personal flotation devices to chain, rope, and shackles.

Chapman Construction Group - a certified woman-, veteran-, and disadvantaged individual-owned electrical contracting company based in Sandwich, Mass., on Cape Cod - attended community meetings on the project, participated in a Foundation 2 Blade

session, and took part in several Meet the Buyer events, then went on to win two separate contracts.

“Offshore wind is an exciting new industry,” said founder and company president Vicki Chapman. “I am glad my company and my union workers are getting the chance to be part of it.”



Welder on the Vineyard Wind 1 project



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Building Respectful Relations with Tribal Nations

Case Study in Offshore Wind Development

Vineyard Offshore respects the sovereignty of Tribal Nations. The company is committed to leading the industry's most robust Tribal engagement process, with attention to economic, cultural, environmental, and capacity issues, among others, in the interest of environmental justice, equity, and partnership. It is a commitment we have been striving to live up to since starting work on the nation's first offshore wind farm, Vineyard Wind 1. As Vineyard Offshore, we are still striving toward – and still learning about – how best to work with Tribal leaders and members for mutual benefit, as we continue to evolve the Vineyard method of offshore wind development.

Beginning in 2016, the Vineyard Wind team opened a line of communication with Tribal communities in the region. Beyond federal lease agreement requirements to discuss survey plans and engage

Tribal members to monitor surveys and geotechnical exploration, Vineyard Wind made a concerted effort to ensure that each Tribe was well-informed and had opportunities to engage in project permitting and development activities, as well as data sharing.

This included inviting the six federally recognized Tribes associated with our lease area to tour a geological and geophysical (G&G) survey vessel to learn how surveys are conducted. These Tribes and the state-recognized Chappaquiddick Wampanoag Tribe were also invited to meet with archeological consultants to review the geological data collected and ancient landforms identified in the lease area and export cable corridors. Vineyard Wind also set up a dedicated web portal for Tribes to access studies, reports, and videos from research efforts.

Employment and Business Opportunities

Vineyard Wind invited all Massachusetts-based tribes to participate in its Windward Workforce program that would recruit, mentor, and train Massachusetts residents for careers in the offshore wind industry, with the Mashpee Wampanoag Tribe and Wampanoag Tribe of Gay Head (Aquinnah) expressing strong interest in the program.

Vineyard Wind engaged a local consultant to work with Tribal staff on a needs assessment to identify individuals and Tribe-affiliated businesses who are interested in working in the industry, define barriers to entry, and provide recommendations on training and educational pathways that could position Tribal members to work within the industry.

As part of our supplier diversity program, Vineyard Wind contracted with the Oceanic Network (formerly the Business Network for Offshore Wind) to educate Tribal members about offshore wind and potential supply chain opportunities. The Oceanic Network presented its Foundation 2 Blade program, which prepares businesses for opportunities in offshore wind, at the Mashpee Tribal Center in April 2023, with Tribal members attending. Apart from this event, the Oceanic Network took steps to ensure effective outreach to Tribal Nations and inclusion of Tribal businesses. For this program, outreach was extended to Tribal governments of the Shinnecock, Narragansett, Hassanamisco Band of Nipmuc, Matakesett, and Pocasset Wampanoag Tribes.

Oceanic Network has also hired Tribal business owners to provide catering and photography services.

Cultural knowledge of the waters off the Massachusetts coast and a strong focus on environmental protection made Tribal members likely candidates for Protected Species Observer (PSO) positions. PSOs are required aboard project vessels, where they watch for North Atlantic right whales and other species of concern and have authority to shut down underwater noise-generating activities like survey work and pile-driving operations when they detect marine mammal presence. Vineyard Wind funded PSO certification training and actively sought out tribal participation. Two members of the Mashpee Tribe completed the training and went on to work on the project. Vineyard Wind has also advocated with the National Oceanic and Atmospheric Administration (NOAA) and the National Marine Fisheries Service (NMFS) to recognize traditional cultural knowledge in qualifying Tribal members to become PSOs.



Graduates of Protected Species Observer training, including Tribal members.

Mitigation and Benefits

As part of mitigation commitments for Vineyard Wind 1, design measures were taken to reduce visual impacts of the project for the Wampanoag Tribe of Gay Head (Aquinnah), from whose land the project would be visible. The use of aviation detection lighting - navigation lights that turn on only when aircraft are in the vicinity - would reduce illumination of the turbines to an estimated 1% of hours per year.

The Massachusetts Tribes were also included in the Resiliency and Affordability Program (RAP) developed for the communities on the South Coast, Cape Cod, and the islands, and have designated seats on the program's advisory councils.

With funding of \$15 million over 15 years, RAP provides electric rate relief for income-eligible households and invests in distributed solar and battery storage projects to make critical facilities more resilient against extreme weather and climate change.

Currently, Vineyard Wind is working with RAP community partner Citizens Energy and the Mashpee Wampanoag Tribe to access RAP funding for a solar project at tribally owned elder housing. The Tribe would be the first-ever recipient of RAP funding, outside of the ratepayer programs that are currently in place, and the project would eliminate the energy costs associated with the housing units.

Deepening Relationships

With Vineyard Wind 1 under construction and Vineyard Offshore transitioning to its next round of projects, engagement with Tribal Nations has continued to grow and deepen. Vineyard Offshore is one of the only offshore wind developers with a staffed Tribal Lead and is currently the only developer with a statement on respect for Tribal sovereignty and cultural heritage included among its core values displayed on its website homepage. Vineyard Offshore has also provided internal Tribal relations and cultural awareness training for staff.

Vineyard Offshore meets regularly with Mashpee and Aquinnah Tribal Councils. The company has sponsored and attended a clambake for the Mashpee general membership, with other clambakes planned for other Tribal Nations, and held a virtual community meeting with the Shinnecock Nation on Long Island, where Vineyard Offshore has been selected to build the 1.3 GW Excelsior Wind project for New York. Also, in partnership with the Mashpee Wampanoag Tribe, the company sponsored and assisted with the planning of a job fair and family day that brought in dozens of members and connected them with offshore wind employment and educational opportunities. The opportunity to meet and socialize with Tribal elders and other members has enriched the team's understanding of Tribal culture and heritage, as well as needs, concerns, and interests.

These deepening relationships have resulted in material benefits as well. At the request of the Mashpee, Vineyard Offshore has committed to funding a socio-economic study - effectively a benchmark census - of the Tribe, now underway. Vineyard Offshore has also become a technical assistance partner, helping to write grants for the Tribe. Vineyard Offshore's letter of support for the Mashpee Tribe's grant application to the federal

Solar for All program is the company's first for a Tribal initiative.

In August, Vineyard Offshore partnered with the Bristol Community College Foundation to create a special fund providing scholarships for Wampanoag Tribal members to earn a Certificate or Associate degree in Offshore Wind at the college. Vineyard Offshore will provide stipends to support living expenses for a limited number of Tribal members pursuing these credentials.

Vineyard Offshore is committed to providing wraparound support for Tribal members to participate in industry events and training programs. The company has provided reimbursement for travel, accommodation, and other necessities to ensure that individuals face fewer barriers to participating in and benefiting from the industry.

Vineyard Offshore is currently in advanced discussions with the Mashpee Wampanoag Tribe and the Wampanoag Tribe of Gay Head (Aquinnah) that Vineyard Offshore hopes will lead to Tribal Benefit Agreements. These agreements will ensure these Tribal communities receive direct benefits from Vineyard Offshore's East Coast projects and support their capacity to more fully engage in the offshore wind permitting process. Vineyard Offshore plans to pursue a similar approach and/or pursue other benefits arrangements with Tribal Nations elsewhere, including the Mashantucket Pequot Tribal Nation and the Mohegan Tribe of Connecticut.

West Meets East

Now, with Vineyard Offshore granted a lease area off the Northern California coast, its Tribal engagement is ramping up further. Senior leadership and in-state staff have met multiple times with leaders of over a dozen Tribal Nations in California to start to develop relationships. In August, Vineyard Offshore brought several California Tribal members East to attend the Offshore WINDPOWER annual conference, where they had a chance to meet, formally and informally, with East Coast Tribal members. They had a chance to tour by boat the Vineyard Wind 1 site under construction, to see the reality of offshore wind development for themselves.

Building on its experience in Vineyard Wind 1, Vineyard Offshore's approach to offshore wind development relies on forming collaborative relationships and enduring partnerships. The company looks forward to nurturing relationships based on respect with all the Tribal Nations touched by its projects.



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Protecting Marine Mammals

A Case Study in Offshore Wind Development

Vineyard Offshore is committed to developing, permitting, and deploying responsibly sited offshore wind projects. Through Vineyard Wind 1, the first commercial-scale offshore wind project in the U.S., the Vineyard Offshore team set the industry standard for environmental protection in offshore wind development. It is this proactive and conservative approach to environmental stewardship, as part of the overall Vineyard method of offshore wind development, that Vineyard Offshore brings to future projects.

Developed through consultation with federal, state, and local agencies, Tribes, environmental non-governmental organizations (NGOs), and multiple stakeholders, environmental protection measures prescribed for Vineyard Wind 1 cover all potential hazards to wildlife, their habitat, and human health, on land and in the ocean, as well as cultural and archaeological resources.

Setting the Standard for Protection

In 2019, the Vineyard Wind team entered into a landmark agreement with national and regional environmental organizations to establish robust protections for the critically endangered North Atlantic right whale during the construction and operation of Vineyard Wind 1. This agreement set an initial bar for enhanced monitoring and mitigation to maximize protection for and minimize potential

Permits for Vineyard Wind 1 include over 3,000 specific compliance obligations that the project tracks, reports, and acts on to ensure the responsible installation of offshore wind. While fulfilling its obligation to address environmental hazards comprehensively, Vineyard Offshore devotes special attention to the issues of greatest concern to federal, state, and local officials as well as Tribes, environmental organizations, academics, and the scientific community, as well as other stakeholders.

Off the Northeast coast, that means a focus on endangered and threatened marine mammals. Chief among these is the North Atlantic right whale (NARW), and in the building of Vineyard Wind 1, Vineyard Offshore has shown what it means to ensure the highest level of protection for this endangered species.



North Atlantic right whale breaching.

threats to the North Atlantic right whale, and other marine mammals. These measures were adopted and built on by federal regulators as baseline mitigation, incorporating them into the project's permits and applying them to other offshore wind energy developments.

Enhanced measures were also adopted during construction to address real-time conditions and maximize protections. As a result, the project is providing the highest level of protection for marine mammals. Requirements include:

- No installation of monopile foundations from January 1 to April 30, the peak season of NARW presence in the area, and no initiation of pile-driving when visibility is limited (i.e., darkness, rain, fog), effectively limiting construction to roughly 25% of the available hours per year;
- Comprehensive acoustic and visual monitoring to ensure that no pile driving takes place when whales are in the vicinity (i.e., delaying pile driving or shutting down operations);
- Reducing pile driving noise that could potentially influence whale behavior through robust noise attenuation systems;
- Mandatory vessel speed limits to avoid vessel strikes (i.e., seasonal and spatial restrictions);
- Vessel corridors monitored using real-time passive acoustic monitoring; and
- Investments to support scientific research as well as innovative technologies to further safeguard marine mammals.

It is worth noting that offshore wind has the most heavily regulated fleet on the water, in terms of vessel speed restrictions for the protection of marine mammals. For other maritime industries, vessel speed restrictions are voluntary, while the offshore wind industry is required to adhere to all voluntary speed restrictions. Moreover, the Vineyard Wind project is subject to additional temporal speed restrictions for the protection of marine mammals. Vineyard Wind conducts robust environmental training to ensure the fleet understands these restrictions and regularly tracks detailed spatial data to ensure the fleet's compliance with vessel speed restrictions.

In addition, the project is required to have aboard its installation vessels Protected Species Observers (PSOs). PSOs have the authority to stop work if they visually detect the presence of a protected species, including marine mammals - and they use it. An example: On September 7, 2023, while pile driving was underway, an analyst monitoring the project's real-time passive acoustic monitoring system notified the PSOs of what seemed like the "moan" of a blue whale - the largest animal on the planet, and a species rarely seen in these waters - who immediately shut down pile driving operations. The PSOs could not confirm the sighting visually, and further analysis of the acoustic data found that the sound was not that of a blue whale. Although it turned out to be a false alarm, Vineyard Wind's conservative response to the detection stopped work on the project for 44 minutes, in the interest of protecting a majestic creature.

Support for Science and Innovation

Vineyard Offshore provides support for third party regional science to advance understanding of the impact offshore wind development may have on the environment. Our team sits on advisory boards for Project WOW (Wildlife and Offshore Wind) and the Wind Forecast Improvement Project (WFIP3) and provides industry guidance to

BOEM's RODEO II. As an industry leader, we collaborate with Principal Investigators to ensure the safe conduct of science in and around project operations. With our support, Project WOW was able to safely and successfully track and tag more than 10 individual fin whales near Vineyard Wind 1 during construction in 2023, which will

provide insight into cetacean behavior during pile driving operations in the Northwest Atlantic.

Vineyard Wind has also helped to advance marine mammal monitoring technologies and protection associated with offshore wind development. In collaboration with a world-leading expert at the University of New Hampshire, Vineyard Wind is using archival Passive Acoustic Monitoring to record and measure underwater sound prior to, during, and after construction, for subsequent analysis. UNH graduate students analyze the data to determine the source of noises present in the Vineyard Wind lease area, including vessel noise, pile driving, wind turbine operation, and marine mammal vocalization.

Similarly, through its \$3 million Wind and Whales fund, Vineyard Wind partnered with Charles River Analytics to deploy artificial intelligence (AI) detection software integrated thermal camera technology to detect, analyze, and report on the presence of whales, ships, and other objects, including fishing gear and equipment, during offshore wind construction. The goal is to train the software and test the system's capability to augment the required visual monitoring aboard

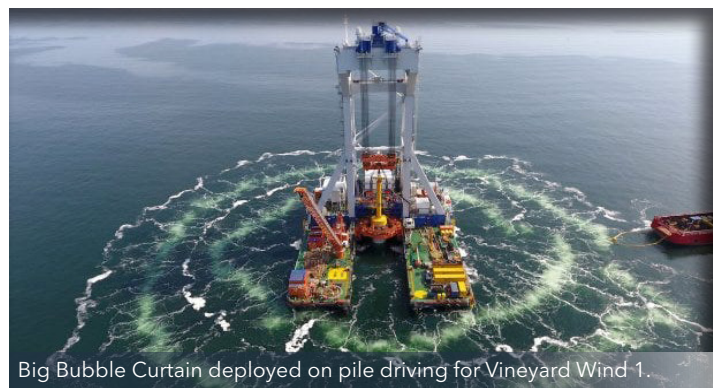
Going Big on Bubble Curtains

Vineyard Wind's dedication to reducing underwater noise produced by offshore wind construction also brought a new manufacturing operation to the United States.

Vineyard Wind 1 deployed a hydrosound damper system and Big Bubble Curtain to reduce the distance that the sound produced by driving monopile foundations into the seabed travels. The hydrosound damper is a net containing noise reducing material (e.g., rubber or foam spheres) that wraps around the entire length of the monopile underwater. The bubble curtain creates a sound-reducing barrier by means of a large hose placed in

project vessels, particularly for Protected Species Observers, who have the authority to delay and shut down pile driving if marine mammals are sighted within an exclusion zone. Through this fund, Vineyard Wind also supports advancement of the acoustic detection capabilities of a best-in-class, sophisticated 32 hydrophone array - underwater microphones - to detect whale noise.

In addition to the Wind and Whales fund, the project also partnered with Greentown Labs, North America's largest climate tech incubator, to deliver two technology accelerator programs, with support from the Massachusetts Clean Energy Center (MassCEC). In 2021, the Offshore Wind Challenge focused on marine mammal monitoring, specifically data collection and real-time transmission or data analysis. In 2023, a second challenge in partnership with Greentown Labs, called Go Energize 2023, supported start-ups in offshore turbine monitoring and ecological data collection. Between the two programs, eight innovative technology companies received mentoring, business training, and access to resources to advance their technological and commercial development.



Big Bubble Curtain deployed on pile driving for Vineyard Wind 1.

a circle on the seafloor around the monopile, from which compressed air escapes through perforations. While this combination of measures was expected to be sufficient, the team had some concern that a secondary bubble curtain might be needed to meet

the project's strict sound thresholds, and a global shortage of the equipment might result in costly delays. Turning this challenge into an opportunity, Vineyard Wind provided \$5 million from its Industry Accelerator Fund, administered by MassCEC, for a pilot program to deploy a second bubble curtain. ThayerMahan, a Connecticut-based firm specializing in seabed surveys and other maritime services

- which also provides the acoustic monitoring system - partnered with the European leader in bubble curtain technology to develop the program, then agreed to set up its headquarters for the new product line in New Bedford. As a result, ThayerMahan became the first U.S. company to offer bubble curtain services, adding to the growing domestic supply chain for the offshore wind industry.

Lessons Learned from Installation

The bubble curtain investment turned out to be prescient. Once monopile installation began, Vineyard Wind learned that the modeled results upon which the permit conditions were based did not account for highly variable offshore conditions that can influence sound propagation. Working with federal agencies, Vineyard Wind employed an "adaptive mitigation" approach - making continual adjustments based on real-time conditions and data. This included adding the second bubble curtain to further attenuate sound, adjusting the visual and acoustic clearance and shut down zones, and having additional PSOs stand watch as needed.

Vineyard Wind also learned that standard protocols for maintaining bubble curtains between installations used in Europe were not as effective in New England waters. The team then developed enhanced protocols that included, among other things, flushing and redrilling hoses between each installation, limiting the time hoses are on the ocean floor, and confirming via drone footage that the bubble curtains were fully operational before installation began. These measures significantly improved performance and allowed the project to achieve the expected noise levels.

Commitment to Environmental Protection

"I can state unambiguously that I have never experienced any effort to understand, monitor and minimize risks to wildlife that compares to those efforts associated with [the Vineyard Wind 1] project," said **Chris Clark,**



Ph.D., Senior Scientist Emeritus and Research Professor at Cornell University, a world-renowned expert on marine mammals, and a consultant for the project. "From top to bottom, the Vineyard Wind 1 team, which is led and staffed by Vineyard Offshore, is genuinely devoted to doing everything they can to protect the environment."

In all, the protective measures spearheaded by the Vineyard Offshore team and incorporated into the Vineyard Wind 1 permits have set an environmental standard for offshore wind development that in many ways exceeds that of any other industry operating offshore. It is this highly conservative, highly protective approach to environmental stewardship - with measures developed through wide consultation, incorporated into permits, and adapted as necessary during construction - that Vineyard Offshore carries from Vineyard Wind 1 to future projects on the East and West Coasts. It's a core component of the Vineyard method of offshore wind development.

New Workforce for a New Industry A Case Study in Offshore Wind Development

One of the most important economic benefits for local communities provided by offshore wind development is job creation, and Vineyard Offshore is committed to providing good jobs with family sustaining wages in support of a just transition.

Project Labor Agreement with Diversity Goals

This approach came to life with Vineyard Wind 1, where the first Project Labor Agreement (PLA) for an offshore wind project was signed. The PLA made a commitment that will result in more than 500 union jobs during project construction, along with hiring goals for women; Black, Indigenous, and people of color (BIPOC); and local residents, to ensure that underrepresented union workers have the opportunity to become qualified in offshore wind.

Specifically, the PLA called for 51% of the workforce to be residents of Southeastern Massachusetts (Bristol, Plymouth, Barnstable, and Duke Counties); 20% to be BIPOC; and 10% women. Contractors were to engage in processes and plans to achieve the BIPOC and women employment goals. Vineyard Wind provided \$500,000 for Building Pathways pre-apprenticeship training, along with similar programs, to help recruit, train, and employ local, BIPOC, and women apprentices for offshore wind and committed to supporting these programs and ongoing recruitment in the communities where Vineyard Wind is working.

The Vineyard method of offshore wind development means developing a skilled, diverse, and inclusive local offshore wind workforce for current and future projects.



Greny Bartelus, Electrical Apprentice at Vineyard Wind

The product of three years of negotiation with the Southeastern Massachusetts Building Trades Council, the Vineyard Wind 1 PLA ensured that the first-in-the-nation commercial-scale offshore wind project would be built by skilled, well-paid, local union workers, thereby setting a standard for the industry. At the same time, it served as a catalyst for opening up union jobs for traditionally underrepresented groups. And by focusing on the Southeastern Massachusetts region, the PLA ensured that the local offshore wind workforce created through the construction of Vineyard Wind 1 would be well qualified for union work on future projects, not only in Massachusetts but up and down the East Coast.

“The signing of this Project Labor Agreement sets the standard for offshore wind and other renewable energy projects across our country,” said Frank Callahan, president of the Massachusetts Building Trades Council. “The men and women of North America’s building trades unions are the best

trained, most highly skilled and most productive workforce in the world. They get the job done right while earning family-sustaining wages and benefits that provide them a secure place in America’s middle class.”

Looking Local First

Establishing a partnership with organized labor is just one part of Vineyard Offshore’s community-based approach to workforce development, as established and refined on Vineyard Wind 1. Applying the principle of “look local first” to personnel as well as suppliers, Vineyard Wind spared no effort to connect residents of Southeastern Massachusetts communities to job opportunities created by the project – and learned a great deal about what is actually required to make that happen.

Vineyard Wind hosted and participated in a variety of workforce events and career fairs to inform local residents about job opportunities on the project. Between 2019 and 2020, Vineyard Wind staff participated in 42 career fairs and classroom presentations at middle schools, high schools, and colleges across Southeastern Massachusetts. In 2022, recruitment began in earnest, as Vineyard Wind held three hiring events, two on Martha’s Vineyard, where the project’s operations and maintenance operation will be located, and one in New Bedford, where project construction would be based. Thanks to extensive outreach by Vineyard Wind and community partner Vineyard Power – which included flyers distributed at local businesses and door-to-door, social media campaigns, radio ads, and online event listings – more than 230 residents attended the three events.



Attendees review employer information at Job Fair on Martha’s Vineyard



Aerial view of a Job Fair in New Bedford



Using V/R technology at a Job Fair on Martha’s Vineyard to find out what it’s like to work on an offshore wind turbine

With the construction phase starting to ramp up, Vineyard Wind held another hiring event in New Bedford in January 2023, redoubling its efforts in both job offerings and recruitment. By reaching deep into the supply chain, 39 companies ranging from major contractors to local suppliers were lined up to participate, with 173 open positions to fill. These jobs ran the gamut, from electricians, welders, pipefitters, and carpenters to deck hands, mates, captains, safety managers, equipment operators, and project managers. With our New Bedford-born community liaison posting flyers, hanging banners around the city, and landing speaking spots on local radio, some 300 people pre-registered, and more than 500 attended. With food available, childcare provided, and a Spanish speaker on hand to translate and connect to language services, every effort was made to make the hiring event accessible and inclusive.

On Martha's Vineyard, Vineyard Wind pledged to site its operations and maintenance (O&M) facility there, with the goal of 100% of the facility's long-term jobs being held by island residents within five years. Vineyard Wind arranged for Bristol Community College, in partnership with Martha's Vineyard Adult Continuing Education, to offer Offshore Wind Technician Certificate Training on Martha's Vineyard; three participants have already been hired by wind turbine supplier GE and are undergoing on-the-job training in Oklahoma and at the Block Island wind farm. Community partner Vineyard Power has helped Vineyard Wind recruit candidates for these and other positions, such as crew transfer vessel mariners, health, safety, and environment professionals, and managerial staff, through weekly advertisements, office hours, and "speed dates" with contractors.



Yvonne Tobey,
Program Director
Building Pathways South

"Offshore wind is a huge opportunity for people in New Bedford and the surrounding area to join a new and growing industry," said **Yvonne Tobey, Program Director of the Building Pathways South** pre-apprenticeship program, which recruited participants for its program, including a new Offshore Wind 101 curriculum offered through Massachusetts Maritime Academy, at the New Bedford job fairs. "Vineyard Wind and the building trade unions offer residents a chance to get in on the ground floor."

"I was able to study everything here on the island, while working," said Charlie Rice, one of the first General Electric local hires as an entry-level offshore wind turbine technician. "There are year-round jobs on the island but most of them are seasonal, so to have something stable like this is huge."

Following Through, Hiring Up

Vineyard Wind's PLA and "look local first" hiring commitments are paying off. In the first two years of construction - September 2021 through August 2023 - 937 union workers worked on the project, well in excess of the 500 promised in the PLA. Among union workers during that period, 72% were from Southeastern Massachusetts, well above the 51% PLA goal. Of the nearly 1,000 non-union workers working on the project, 31% hailed from the region, with another 40% coming from elsewhere in Massachusetts.

In terms of diversity, BIPOC employment among union workers, at 19.6%, nearly reached the PLA goal of 20%, while the project was still short of its goals in women employment (3.6% versus an ambitious 10% goal) and apprentices (12.4% versus 20% goal).

With construction of Vineyard Wind 1 ongoing, Vineyard Offshore continues to draw lessons from the project to determine how to maximize employment opportunities for local workers, union and non-union, on the offshore wind projects that will power the U.S. economy of the future.



Workers preparing to connect an inter-array cable



Massachusetts Maritime Academy's Offshore Wind Training



Evora working at Covell's Beach parking lot



Attachment 8.3-2: Letters of Support

Letters of Support for Vineyard Offshore

Vineyard Offshore is pleased to present the letters of support received for the Project. In total we have received 116 letters of support from a range of project stakeholders (67), elected officials (4), potential suppliers (32), and company consultants (13).

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Attachment 8.3-3: [REDACTED]

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