NYSERDA 2024 OFFSHORE WIND SOLICITATION ORECRFP24 -1

Community Offshore Wind Application

Public Version

COMMUNITY offshore wind
local clean energy for all

6 Project Development Plan

NYSERDA 2024 Offshore Wind Solicitation ORECRFP24-1

September 9, 2024

6.1 Project Team

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6.1 Project Team

1 Table of contents

2 List of tables

[redacted]

3 List of figures

[redacted]

4 List of attachments

[redacted]

List of acronyms and abbreviations

Abbreviation	Explanation
CJNY	Climate Jobs New York
EPC	Engineering, Procurement, and Construction
ESG	Environmental Social and Governance
GW	Gigawatts
HVDC	High Voltage Direct Current
JV	Joint Venture
LLC	Limited Liability Company
NERC	North American Electric Reliability Corporation
NYISO	New York Independent System Operator
NYSERDA	New York State Energy Research and Development Authority
O&M	Operations and Maintenance
OEM	Original Equipment Manufacturer
PJM	Pennsylvania- New Jersey- Maryland regional transmission operator
PV	Photovoltaic
REC	Renewable Energy Certificate
STEM	Science, Technology, Engineering, and Math

NYSERDA solicitation requirements

Our project team description addresses each requirement described in NYSERDA's fifth solicitation for offshore wind energy (ORECRFP24-1).

Table 6.1-1 Solicitation requirements

Solicitation requirement	Section
A description of the business entity structure of Proposers' organization from a financial and legal perspective, including all general and limited partners, officers, directors, and involvement of any subsidiaries supporting the Project	6.1.3
An organizational chart for the Project that lists the Project participants, including parent companies and joint ventures transacting business in the energy sector, identifies the corporate structure, including general and limited partners, and shows the relationship among the different Project participants	6.1.3
A management chart that lists the Project Team principals dedicated to this Project and a short statement for each describing the rationale for their selection based on either their experience in a technical subject matter or demonstrated similar skill sets. Identify the team members that are currently based in New York State and those team members who will relocate to New York State	6.1.4
Identify and describe, including relevant experience, the entity or entities responsible for the following, as applicable: • Construction Period Lender, if any • Community Liaison Officer • Diversity, Equity and Inclusion Officer • Environmental Consultant • EPC Contractor (if selected) • Facility Operator and Manager • Financial Advisor • Health and Safety Consultant • Labor Liaison • Legal Counsel • Operating Period Lender and/ or Tax Equity Provider, as applicable • Owner's Engineer • Transmission Consultant	6.1.4
A list of projects of similar type, size, technology and/or complexity that each of the Project participants (Proposer and any development partners) has had a role in developing, financing, owning, and operating, and any evidence that the Project participants have worked jointly on other projects. Identify the specific members of the Project Team that worked on each project listed.	6.1.2
Disclose any pending (currently or in the past three years) Health/Safety Enforcement Notice, litigation or disputes related to projects planned, developed, owned or managed by Proposer or parent companies or JV partners, or related to any energy product sale agreement. Describe any material litigation, disputes, claims or complaints, or events of default or other failure to satisfy contract obligations, or failure to deliver products, involving Proposer or a parent company, and relating to the purchase or sale of energy, capacity or RECs or other electricity products.	6.1.5

6.1.1 Summary

Community Offshore Wind applauds New York's continued commitment to efficiently advancing the build out of offshore wind industry and is committed to working alongside NYSERDA to realize the broad-based benefits offshore wind offers. Amidst the challenges facing the nascent US offshore wind industry, however, it is critical that New York partner with a developer who is reliable, experienced, and credible. Community Offshore Wind (COSW) is positioned to be a trusted partner to NYSERDA, offering the following:

- Community Offshore Wind is **a reliable partner with the global and local experience necessary to successfully develop, own, and operate HVDC-linked offshore wind projects for New York**. We are a joint venture between RWE and National Grid Ventures (an indirect subsidiary of National Grid plc).[1] Both companies, with complementary experience in offshore wind development and HVDC transmission and interconnection capabilities, bring world leading expertise, the balance sheets to efficiently finance offshore wind, and the track record to ensure successful project completion.
- **A developer with the legal and governance structures to work effectively-** Our parent companies have extensive experience working within joint ventures and have leveraged this experience to design a governance model that allows for efficient execution and seamless use of their collective expertise. Our Board of Managers is composed of senior executives from both parent companies, who have experience collaborating on large-scale, global infrastructure projects.
- **A project team that embodies and leverages the unique experience of its owners-** Community Offshore Wind is comprised of a dedicated team of experts with significant experience and the capabilities needed to develop and operate an offshore wind farm. Among our 17 managers and officers, we have over 100 years of experience in offshore wind and well over 50 years of experience in renewable generation and HVDC transmission.
- **A growing footprint in New York-** National Grid owns generation and transmission assets across the state and plans to invest around $21 B in New York between now and 2029 to reach decarbonization gaols. RWE recently acquired Con Edison Clean Energy, growing its clean energy portfolio in the state. Building on our parent companies' successes and commitment to responsible ownership of New York State generation assets, we plan to establish a local project office in New York City.

[1] Unless otherwise specified, references throughout this bid document to either "RWE" or "National Grid" should be understood to refer to the respective ultimate parent companies of each of Community Offshore Wind's direct parents, as well as the global affiliates and subsidiaries of such ultimate parent companies.

[redacted]

6.1.2 Development experience

Development and construction

Through our parent companies, we have extensive experience in developing offshore wind projects of similar size and complexity to our proposed projects for New York, leaning on years of experience connecting projects to the grid. The following section describes our experience developing, constructing, and operating offshore wind farms, our experience in energy markets, commitments to ESG (Environmental, Social, and Governance) principles, and our innovative culture.

6.1.2.1 Offshore wind projects

As the second-largest offshore wind developer in the world (excluding China), RWE brings to Community Offshore Wind a proven track record and decades of direct, relevant offshore wind experience. Our project benefits from long-standing vendor relationships, world class in-house engineers, cutting-edge technical capabilities, and deep experience working with stakeholders. [redacted]

6.1.2.2 Major transmission projects

As the offshore wind industry matures and the scope of the projects' transmission becomes increasingly complex, it becomes critical for New York to partner with a developer with deep experience in HVDC transmission. National Grid's 7.8 GW portfolio of increasingly innovative HVDC transmission projects—including Lion Link, the world's first interconnector allowing clusters of offshore wind energy to connect to shore via the same HVDC cable and connection point—as well as its involvement in New York Propel's innovative transmission solution underpins its world-leading and local experience and sets Community Offshore Wind apart as a leader in HVDC.

6.1.2.3 Financing major projects

We understand that all markets are unique and recognize the importance of tailoring financing strategies to maximize project viability. [redacted] Our parent companies will continue to follow a stable and efficient financing strategy.

6.1.2.4 Operations and maintenance record

Leveraging RWE's industry-leading offshore wind operations and maintenance protocols and National Grid Venture's unique expertise operating HVDC transmission and converter station assets, our team brings superior operations and maintenance capabilities to bear. [redacted] Both firms' ability to maintain high uptime is largely due to deep experience and the ability to seamlessly apply best practices and learnings from across various markets. Both companies recognize the importance of operational excellence and health and safety and have demonstrated a track record of success. See Table 6.1-2. Leveraging this deep expertise, we can ensure safe and reliable operations of the proposed wind farm from development through decommissioning.

RWE's large portfolio of offshore assets, both developed and acquired over the past 20 years, has ensured industry-leading O&M (Operations and Maintenance) practices. RWE currently operates offshore wind farms in five different countries and is in the process of building out projects in another three markets. The fleet has a total runtime of 110 years, and the operations group has a combined >10,000 years of experience.

[redacted]

[redacted]

6.1.3 Legal and governance structures

6.1.3.1 Legal, finance, and ownership structure

[redacted]

[redacted]

6.1.4 Board and project team

6.1.4.1 Board of managers

[redacted] Our structure fosters competent decision-making to deliver our Community Offshore Wind project to New York.

The Community Offshore Wind board has collectively more than **100 years of experience in the wind industry** and an unparalleled depth of knowledge within the energy and utility sectors. The board was equally selected to **ensure the highest level of expertise across critical business functions including project development, finance, construction, and operations**. The makeup of the board, as presently constituted and including current board observers, can be found in Figure 6.1-6. The board brings a deep working knowledge of the state of New York, positioning us to navigate the complexities and nuances of developing this project in New York.

6.1.4.2 Project team

RWE and National Grid have the necessary expertise to ensure successful development and operation with extensive experience from complex, utility-scale projects in the Northeastern region and across the world. We appointed experienced personnel from both companies into key management positions and across all business functions: e.g., finance, project development, operations, and stakeholder engagement. To ensure success and deliver the desired result of our project we have put together a deeply experienced and highly skilled management and project team. For complete bios, see section 6.2.3.2 and for key employees' resumes, see Appendix 6.1-3.

We understand the critical value of local presence. National Grid maintains offices in Buffalo, Syracuse, Albany, Brooklyn, and Melville with satellite offices and operations facilities throughout the state. [redacted] As we establish this new base for our project, our leadership and project teams are regularly present across the state, advancing the responsible development of our project with engaged stakeholders. In the two years since launching

Community Offshore Wind, we have participated in and hosted more than 200 events throughout New York State (see section 8.3 Stakeholder Engagement Plan).

6.1.4.2.1 Management team

We have assembled a highly skilled and experienced management team. A description of their responsibilities within Community Offshore Wind and their relevant experience is included below.

Project Director and President- Doug Perkins, prior to this role, was a Sr. Development Manager, preparing RWE's entry into the US offshore wind market. With over 13 years' experience in renewable energy development, Doug has held roles in development and technical management and remains extremely knowledgeable in day-to-day project operations.

Vice President & Deputy Project Director- Patrick Johnson has worked in the energy sector for over ten years. During his past six years with National Grid Ventures, Pat has led clean energy infrastructure development in the northeast US, including bids for offshore wind, energy storage, and renewables, enabling transmission. Prior to National Grid Ventures, Pat worked in corporate finance at Duke Energy where he reviewed renewable energy projects and raised over $10B in project capital.

Chief Financial Officer- Sonja Altesellmeier has worked at RWE since 2016 and led financing activities on numerous offshore wind projects, including Triton Knoll Offshore Wind Fam Ltd, in the United Kingdom and Kaskasi GmbH in Germany. Prior to RWE, Sonja had various roles for First Solar GmbH

where she was project lead for two solar projects with strong focus on local content and job creation, and a German bank where she financed renewable projects.

VP of Development- Dan Sieger has over 13 years of experience in permitting, public policy, and environmental affairs, serving as the Massachusetts Undersecretary of Environmental Affairs until 2020. As Undersecretary, Daniel led Massachusetts' four environmental policy and regulatory agencies and was responsible for overseeing permitting and environmental review of all large-scale Massachusetts energy projects, including the first grid scale offshore wind project in the United States.

Generation Engineering Head- Hendrik Berends has more than 15 years of experience in design, tendering, construction supervision and cost analysis. Hendrik has played key role in electrical systems engineering and construction management on several offshore projects across the world, including the Amrumbank wind farm comprised of 80 Siemens wind turbine generators with approximately 302 MW and was responsible for the inter-array cable installation, termination and testing, and wind farm commissioning. He also supported the electrical commissioning for the 385 MW Arkona project.

Transmission Head- Brian O'Boyle has previously spent three years with Pennsylvania Power and Light and eight years with Con Edison. He has worked in renewable development and asset management, represented utilities at PJM and NYISO stakeholder meetings, worked on NERC (North American Electricity Reliability Corporation) cyber compliance programs, and developed asset management programs for convertor station equipment. Brian is based in New York.

Community Affairs and Partnerships Head- Alanna Russo has 16 years of experience in corporate social responsibility, community relations, and working with disadvantages communities and six years of experience working on large projects in the energy industry. Alanna is based in New York.

Head of Commercial- Louis "Cuffie" Winkler has worked at National Grid for over seven years on efforts to scale renewable energy infrastructure in the Northeast. He currently leads business development, commercial analysis, and market research for National Grid Ventures. Prior to National Grid, Cuffie worked in solar finance and asset management.

Procurement Lead- Jonathan Wickersham has worked in procurement for the past 20 years and has spent 13 years in the offshore wind industry. He previously worked for wind turbine suppliers as a Senior Purchasing Manager and brings knowledge of the complications of the offshore wind industry.

SPM/ Project Construction Director- Georg Becker-Birck brings 12 years of experience in the offshore wind industry, and he has working in project engineering management for 10 years. Before RWE, he worked at Enel Green Power, where he was the Director of Wind Project Engineering for projects in the US and Canada. In this role he was responsible for managing project engineering and strategy.

6.1.4.2.2 Key Team Members

Federal Permitting Manager- Katherine Miller joined RWE after working as an offshore wind project manager with the consulting firm Tetra Tech. At Tetra Tech, Katherine served as a project manager supporting the permitting of the Empire Wind Project in the New York Bight, overseeing both federal and state permits.

State Permitting Manager- Nahid Carter brings ten years of experience supporting infrastructure and utility scale projects, including serving as a Licensing Specialist with the New York Power Authority

where he was responsible for permitting strategy and execution, regulatory compliance, and project development associated with major electric transmission projects. Previously, Nahid supported a diverse selection of clients within the utility, infrastructure, and government sectors with a consulting agency as an Environmental Scientist.

Development Head- Bryan Gray has ten years of experience with large scale infrastructure projects. Most recently, Bryan served as the Director of Gas Construction at National Grid where he was responsible for the safety, health & welfare, and productivity of underground construction crews across New York City and Long Island. Additionally, Bryan served as the Director of Compressed Natural Gas && Portable Pipelines where he was responsible for the siting, permitting, design, construction & operations plans for a portfolio of infrastructure projects. Bryan is based in New York.

Senior T&I Expert- Dennis Grosser has extensive experience in offshore construction planning, scheduling, tendering, cost analysis and supervision. He has more than 20 years of experience as a civil engineer and more than 13 years of experience in offshore wind, with direct experience in offshore construction, scour protection, and harbor requirements on RWE projects in Germany, the Netherlands, France, Poland, India, Japan, and the US. Dennis spent six years facilitating the construction and commissioning of the Amrumbank wind farm comprised of 80 wind turbine generators (302MW).

O&M Implementation Manager- Samantha Mullin worked on the day-to-day O&M of the South Texas onshore wind and solar PV fleet, where she applied analytical models and software solutions. She has also operated the UK's offshore wind hub in Grimsby, England where she worked daily at the O&M bases of Triton Knoll and Humber Gateway wind farms. She has also lived for short periods on the Service Operations Vessel (SOV) and worked with the offshore wind turbine technicians as they visited turbines for routine maintenance, troubleshooting, and retrofits.

Risk Manager- Yaima Braga has experience developing a risk management tool for a US offshore wind project where she managed the identification and quantification of risks for a US offshore wind project. She has nearly ten years' experience in the renewable energy industry where she has also managed renewable energy portfolios and procured and negotiated Renewable Energy Contracts.

Economic Development, Community, and Workforce Manager- Lyle Sclair brings over fifteen years of experience working with government agencies, non- profits, and small businesses to move complex public-private economic development projects along from concept to implementation. Most recently, Lyle served as an economic development representative on National Grid's New York economic development team, where he was responsible for working with economic development customers and stakeholders across their New York City and Long Island gas service territory. He is a certified economic developer by the International Economic Development Council, and is based in New York.

Labor Liaison- Mariah Dignan has been the Long Island Regional Director for Climate Jobs New York (CJNY), a growing statewide labor coalition representing 2.6 million working New Yorkers united to combat climate change and reverse inequality. In her role with Climate Jobs New York, Mariah was a member of Wind Works Long Island, a coalition of environmental, labor, clergy, and community groups, and the force behind educating the Long Island community on the benefits of renewable energy, particularly offshore wind. Mariah has deep family ties to labor; her father is a current member of the Transport Workers Union, as was her grandfather. Mariah is based in New York.

Strategic Engagement Manager- Retha Fernandez has previously served as the Chief Diversity & Inclusion Officer for Suffolk County, NY where she led the development and implementation of Suffolk County's diversity and inclusion initiatives through strategic collaboration.

Strategic Supply Chain and Logistics Manager- Kyoo Sung Byun has gained experience in manufacturing facility localization and product development and participated in underwater cable projects for Block Island Wind Farm (Rhode Island), Lake Champlain (New York), Captree Island (New York), and Prince Edward Island-New Brunswick (Canada). Kyoo is based in New York.

6.1.4.2.3 Additional key roles and consultants

[redacted]

Community Liaison Officer- Natalie Terhaar was a Leadership Buffalo graduate in 2020 and she served on the Big Brothers Big Sisters of Erie, Niagara County, and the Southern Tier Board of Directors for 6 years as both the Vice President and Secretary of the Board.

Diversity, Equity, and Inclusion Officer- Alanna Russo (review her experience in Section 6.1.4.2.1 above)

Our **environmental consultants** are listed below, and a link to their websites is included:

[redacted]

[redacted]

As of early January 2024, we are advancing our competitive RFP process to select engineering services and **Owner's Engineers**. We vetted several firms and have a thorough list of approved suppliers from both RWE and National Grid Ventures.

[redacted]

6.1.5 Legal considerations and disclosures

Legal considerations and disclosures

[redacted]

[redacted]

6.2 Permitting Plan

NYSERDA 2024 Offshore Wind Solicitation ORECRFP24-1

September 9, 2024

6.2 Permitting Plan

1 Table of contents

2 List of tables

3 List of figures

List of acronyms and abbreviations

Abbreviation	Explanation
BOEM	Bureau of Ocean Energy Management
BSEE	Bureau of Safety and Environmental Enforcement
CAA	Clean Air Act
CECPN	Certificate of Environmental Compatibility and Public Need
COP	Construction and Operations Plan
CPP	Coordinated Project Plan
CVA	Certified Verification Agent
CWA	Clean Water Act
CZMA	Coastal Zone Management Act
DEIS	Draft Environmental Impact Statement
EFH	Essential Fish Habitat
EM&CP	Environmental Management & Construction Plan
EPA	Environmental Protection Agency
ESA	Endangered Species Act
FAA	Federal Aviation Administration
FAST-41	Fixing America's Surface Transportation Act Title 41
FDR	Facility Design Report
FIR	Fabrication and Installation Report
G&G	Geophysical & Geotechnical
HRG	High-Resolution Geophysical
HVDC	High Voltage Direct Current
IHA	Incidental Harassment Authorization
ITA	Incidental Take Authorization
LNM	Local Notice to Mariners
MBTA	Migratory Bird Treaty Act
MMPA	Marine Mammal Protection Act
NEPA	National Environmental Policy Act
NHPA	National Historic Preservation Act
NOAA	National Oceanic and Atmospheric Administration
NOI	Notice of Intent
NPDES	National Discharge Pollutant Elimination System
NYSDEC	New York State Department of Environmental Conservation

Abbreviation	Explanation
NYSDOT	New York State Department of Transportation
NYSERDA	New York State Energy Research and Development Authority
NYSOGS	New York State Office of General Services
OCS	Outer Continental Shelf
OCSLA	Outer Continental Shelf Lands Act
OREC	Offshore Renewable Energy Certificate
PATON	Private Aids to Navigation Approval
PE	Professional Engineer
RHA	Rivers and Harbors Act
ROD	Record of Decision
SAP	Site Assessment Plan
SPDES	State Pollution Discharge Elimination System
USACE	US Army Corps of Engineers
USCG	United State Coast Guard
USFWS	United State Fish and Wildlife Service
WQC	Water Quality Certification

NYSERDA solicitation requirements

Our permitting plan addresses each requirement described in NYSERDA's fifth solicitation for offshore wind energy (ORECRFP24-1).

Table 6.2-1 Solicitation requirements

Solicitation requirement	Section
All required federal, regional, state, and local permits and approvals must be identified, and the status of each permit or approval must be provided. Proposers should provide context to the status of each permit, such as known barriers or issues which may materially affect the Project's permitting approval timelines	6.2.3
Plan for environmental assessment and permit acquisition for the Offshore Wind Generation Facility	6.2.3
A comprehensive list of all the permits, licenses, and environmental assessments and/or environmental impact statements required to construct and operate the Project. Along with this list, identify the governmental agencies that are responsible for issuing approval of all the permits, licenses, and environmental assessments and/or environmental impact statements. If a Proposer has secured any permit or has applied for a permit, please indicate this in the response	6.2.3
The anticipated timeline for seeking and receiving the required permits, licenses, and environmental assessments and/or environmental impact statements.	6.2.1, 6.2.3
Include a Project approval assessment which describes, in narrative form, each segment of the process, the required permit or approval, the status of the request or application and the basis for projection of success by the milestone date	6.2.3
The SAP and COP, if completed. If the SAP and/or COP are not completed, provide the status of development of these plans and a proposed plan and timeline for completion	6.2.2

6.2.1 Summary

At Community Offshore Wind, we recognize that permitting an offshore wind farm in the US is a complex and challenging process, which continues to evolve alongside the market. This is in large part due to the many federal, state, and local approvals required, in addition to the level of coordination needed among all stakeholder groups, including agencies, local communities, fisheries, and other ocean users. We recognize these intricacies and have the experience and expertise needed to successfully navigate this process in a timely manner.

[redacted] To achieve this ambition, we have developed a permitting strategy that relies on:

- **A detailed permitting plan**: [redacted] The detailed permitting strategy and plan was built bottom-up and includes time and contingencies to mitigate against delay (further described in Section 6.2.3).
- **Full coverage survey strategy**: We are maximizing upfront data collection using a full coverage approach to minimize the need for future survey campaigns (further described in Section 6.2.3.1). This approach further strengthens our stakeholder support by minimizing disruptions to fisheries and other marine users.
- **Proactive engagement with key Tribes/Tribal Nations and stakeholders:** We have an "early and often" approach to engagement with Tribes/Tribal Nations and stakeholders to help ensure that the Project is developed in an environmentally, socially, and culturally sustainable manner for all (further described in Section 8.3 Stakeholder Engagement Plan).
- **An experienced team**: Our team has experience permitting all aspects of an offshore wind project off the coast of and within New York State. The team is further strengthened by a team of consultants who support the permitting process (further described in Section 6.2.2).

A detailed permitting plan. We have developed and continue to refine a thoughtful and effective permit acquisition strategy. This plan details the data, information, and assessments required to support the development of sufficient and complete applications, the strategy to navigate the processing of the federal, state, and local authorizations and consultations required, and the timeline required to receive all approvals needed to support the construction and operations of the Project. [redacted]

Survey strategy. We will continue to prioritize the collection of geophysical and geotechnical data, recognizing that data collection is one of the most time consuming and important milestones in the development of an offshore wind project. [redacted] We aim to leverage innovative data collection systems to minimize and avoid disruptive impacts of our survey, leading to increased support from our community and fishery stakeholders.

Proactive engagement with key Tribes and Tribal Nations and stakeholders. We believe that coordination and engagement with Tribes and Tribal Nations, as further reflected in our joint NY Bight NATCP, and stakeholders is crucial to the success of an offshore wind project. We are committed to an "early and often" approach to help ensure that the Project is developed in an environmentally, socially, and culturally sustainable manner for all. Starting even before lease execution, we began efforts to identify and engage with key stakeholders. The proactive, ongoing efforts allow us to incorporate important feedback and minimize the potential for challenges to arise in the future, to the extent practicable. **Our Permitting team works closely with our Strategic Engagement and Fisheries teams, and we plan to address potential conflicts of interest head-on.**

An experienced team. In support of the Project, we have assembled an experienced team who understands the permitting requirements in the US. Our experience allows us to adjust for challenges that may arise throughout the process so that we can deliver offshore wind power within the proposed timeline. We are prepared for known challenges, such as delivering environmental assessments associated with the geophysical and geotechnical survey data, and we are ready to efficiently handle unforeseen challenges, such as possible changes in federal and state agencies requirements. In addition to our permitting team, we have brought on a team of consultants to support our permitting strategy in various capacities.

We continuously leverage the wealth of experience from both RWE and National Grid to develop and refine our viable permitting plan. RWE's experience in constructing and operating offshore wind farms all over the world provides certainty in the feasibility and viability of the proposed project. National Grid also has extensive onshore experience with Article VII and Article 10 permitting and was involved in the construction and operations of the Block Island Sea 2 Shore cable, supporting the first commercial offshore wind farm in the US.

6.2.2 Permitting experience

Our approach to managing the environmental assessment and permitting process is to leverage the expertise of the individuals on our permitting team as well as the extensive permitting experience of our parent companies. Our goal is to apply best practices learned from those collective experiences to create an ambitious yet realistic permitting plan that works to avoid unexpected delays or roadblocks. To ensure all aspects are covered, we have also hired external consultants to support the development of our permitting strategy, reinforcing and supplementing our existing expertise where needed.

In our permitting approach, we intend to build upon the expertise of our permitting team, the experience of our parent companies, and lessons learned from ongoing US offshore wind projects

6.2.2.1 Permitting team

We have assembled a strong permitting team with experience that spans decades in developing, constructing, and operating large-scale infrastructure projects, including offshore wind. Together, our team has extensive experience permitting all aspects of an offshore wind project off the coast of and within New York State which allows us to be strategic throughout the permitting process in a manner that eliminates or reduces delay to the greatest extent. The team's experience is outlined in Section 6.1 Project Team.

We recognize that the permitting of an offshore wind farm is complex, challenging, and requires a dedicated team. As part of our permitting strategy, we identified where additional support would be needed and identified a group of consultancies that are best able to support those needs. The consultants below were selected to support the Project in various capacities, ensuring we achieve the milestones in our permitting timeline.

Together, the permitting team has a firm understanding of what is required to support the development of the required applications, the challenges anticipated with the permitting of a large-scale project, as well as experience working with all federal and state agencies. Our experience enables

us to overcome potential challenges throughout the process and to successfully receive the approvals and authorizations required in a timely manner.

While this is the first offshore wind lease area in the US for both RWE and National Grid, our permitting teams and the experience of our supporting consultants provide a solid foundation for Community Offshore Wind's success.

6.2.2.2 RWE experience

Global experience developing offshore wind. RWE is one of the world's leading renewable energy companies with a large portfolio of offshore wind developments. RWE is the second-largest offshore wind developer and operator globally (excluding China). With its "Growing Green" investment and growth strategy, RWE is expanding its green generation international capacity from 50 to 65 GW by 2030. To this end, RWE will invest €55B before 2030. RWE subsidiaries and projects can now be found in over 25 different countries, with 19 offshore wind farms in operation. Recent projects include Triton Knoll, an 857-MW offshore wind farm producing clean energy off the east coast of England and the

Sofia Offshore Wind Farm (1.4 GW). Additionally, in 2021, RWE was awarded the contract to build the Thor Offshore Wind Farm (1.0 GW) off the coast of Denmark with plans to be operational by 2027. In December of 2023, RWE acquired an additional 4.2 GW of offshore wind farms in late-stage development from Vattenfall in the United Kingdom.

Local experience in New York. RWE has developed and constructed three utility scale onshore wind projects in New York, all of which are currently operating, and includes Baron Winds I Farm in Steuben County, the Munnsville Wind Farm in Madison County, and the Cassadaga Wind Farm in Chautauqua County. RWE has deep experience developing large scale renewable energy projects in New York. In fact, RWE's Cassadaga Wind Farm was the first onshore wind project to receive authorization under Article 10. Throughout the siting process, RWE has worked closely and built strong relationships with New York state agencies. Building on lessons learned, RWE has successfully navigated the new siting process through the Office of Renewable Energy Siting to permit the Baron Winds I Farm, a NYSERDA contracted project currently in operation. RWE also recently acquired Con Edison's Clean Energy businesses, significantly expanding their New York renewables footprint.

6.2.2.3 National Grid experience

Strong track record of approvals. National Grid has a consistent track record of approvals from Article VII applications as well as from other local and state agencies.

- **Article VII experience**: Since the mid-1970s, National Grid and its predecessor companies have submitted over 50 Article VII permit applications for new electricity and natural gas transmission projects to New York State agencies. Since 2019, National Grid Ventures successfully submitted two notable Article VII applications, the New York Energy Solution Segment B project and the Rock Tavern to Sugarloaf project. The team built on the lessons from the first application, ensuring that the Rock Tavern to Sugarloaf application was fully compliant with no deficiencies three months after submission. Both projects have since completed construction and are in service.
- **Regulatory agencies**: National Grid maintains positive working relationships with many of the regulatory agencies in the Downstate New York region, including NYSDEC Regions 1 and 2, the US Army Corps of Engineers NY District and the various local municipalities in which the Company operates. On a regular basis, the company procures required approvals to support marine construction and dredging projects from NYDEC and the USACE, as well as the Towns of Huntington, Brookhaven and Hempstead.
- **Local municipalities**: For development projects requiring local approvals from a municipal planning board, zoning board of appeals, board of trustees, or for those likely to generate significant public interest, National Grid's Customer and Community Management and Government Relations teams are engaged early in the Project planning process. These teams build on experience and positive relationships to work with local agencies, elected officials, and communities to proactively identify and address significant issues and positive outcomes.

6.2.2.4 Lessons learned from ongoing US offshore wind projects

Our team closely follows offshore wind projects through the permitting process to identify lessons learned and potential challenges. By identifying challenges faced by our peers, we can adopt

strategies to avoid or mitigate issues or be prepared to address them quickly and efficiently should any arise during our development. An example of this strategy in practice, we incorporated the timeline for certain permitting milestones based on recent schedules posted to the FAST-41 dashboard into our own project schedule and consequently adjusted expectations for submittals to avoid future challenges and potential cascading delays.

6.2.3 Permitting plan

Commercial-scale offshore wind project development includes many components and interdependencies. A thorough Permitting Plan is crucial to achieve our planned timelines and avoid costly project delays [redacted]

The description of our overall permitting plan contains three central elements:

- Site assessment and characterization activities
- Federal permitting (including NEPA)
- State and local permitting

The authorizations anticipated to be required and associated submittal dates and timelines for acquisition shared throughout this section are based on our experience with the permitting agencies and the timelines outlined for offshore wind projects on the FAST-41 Dashboard. These authorizations and dates are subject to change based on final project design and agency needs at that time.

6.2.3.1 Site assessment and characterization activities

During the site assessment and characterization phase, we perform site assessment and characterization strategies and activities, such as geophysical and geotechnical surveys (G&G surveys), benthic surveys, other offshore surveys, and terrestrial surveys. We aim to continue to collect project-specific data which will be used to support the development of the COP, other federal permit applications, and state permit applications. Our site characterization survey mitigation includes proactive communication and coordination with the fishing industry to minimize disruptions from survey related activity.

G&G surveys

We recognize that data collection is one of the most important milestones in the development of an offshore wind project. [redacted] In developing the survey strategy, we mapped out the geophysical and geotechnical data requirements, as outlined in the BOEM guidelines.[1] All offshore survey work being conducted or proposed falls within the set of activities assessed in the

[1] Guidelines for Providing Geophysical, Geotechnical, and Geohazard Information, BOEM. 2020.

environmental assessment completed by BOEM in support of leasing OCS-A 0539 and the other New York Bight lease areas.[2] A summary of all permits, licenses, and environmental assessments obtained in support of the G&G survey activities can be found in the Table 6.2-3 below.

Table 6.2-3 Permits, licenses, and assessments obtained for G&G Survey Activities

Agency	Permit, authorization, or consultation	Timeline
BOEM	Environmental Assessments for New York Bight Leases	Finalized December 2021
2022 Survey plan and supporting permits		
BOEM	2022 Survey Plan	**Approved** October 2022
USACE	Nationwide Permit (NWP) #6	2022 Survey Plan activity covered by existing NWP
2023 Survey plan and supporting permits		
BOEM	2023 Survey Plan	**Approved** May 2023
NOAA Fisheries	Incidental Harassment Authorization (IHA)	**Approved** June 2023
NYSDOS/NYSDEC/USACE	Joint Permit Application (JPA) for CZMA, WQC, Consistency Determination and NWP#6	**Approved** November 2023
2024 Survey plan and supporting permits		
BOEM	2024 Survey Plan	**Approved** May 2024
NYSDOS/NYSDEC/USACE	Joint Permit Application (JPA) for CZMA, WQC, Consistency Determination and NWP#6	**Approved** November 2023

BOEM has approved our 2022 High-Resolution Geophysical Survey Plan (2022 Survey Plan), 2023 High-Resolution Geophysical and Geotechnical Survey Plan (2023 Survey Plan), and 2024 Geotechnical

[2] Commercial and Research Wind Lease and Grant Issuance and Site Assessment Activities, BOEM. 2021

Offshore Survey Plan (2024 Survey Plan). Prior to the commencement of the activities identified in all survey plans we consulted with federal and State permitting agencies, including NMFS, USACE, NYSDOS, and NYSDEC, about the proposed survey activities and related permitting requirements. We subsequently obtained the necessary approvals for the activities in the 2022, 2023, and 2024 Survey Plans.

[redacted] In support of these survey activities an IHA was received in June 2023. As with the 2022 Survey Plan, this survey work also falls under the USACE NWP #6.

[redacted] In support of these survey activities in New York State waters, we submitted a Joint Permit Application package to the USACE, NYSDEC, and NYSDOS for authorization to conduct the nearshore geotechnical survey activities and received approval in November 2023. [redacted]

Other site assessment and characterization activities

As the data collected during this phase is analysed, we plan to further develop the Project, including refining the location for the export cable corridors, landfall, and onshore facilities. We also have already or will initiate other environmental, cultural, and social resource studies which will support the development of the COP and other federal and state permit applications, including:

- Benthic habitat characterization
- Sediment sampling and analysis
- Terrestrial archaeological resources
- Historic resource identification

[redacted]

[redacted]

Anticipated timeline

[redacted]

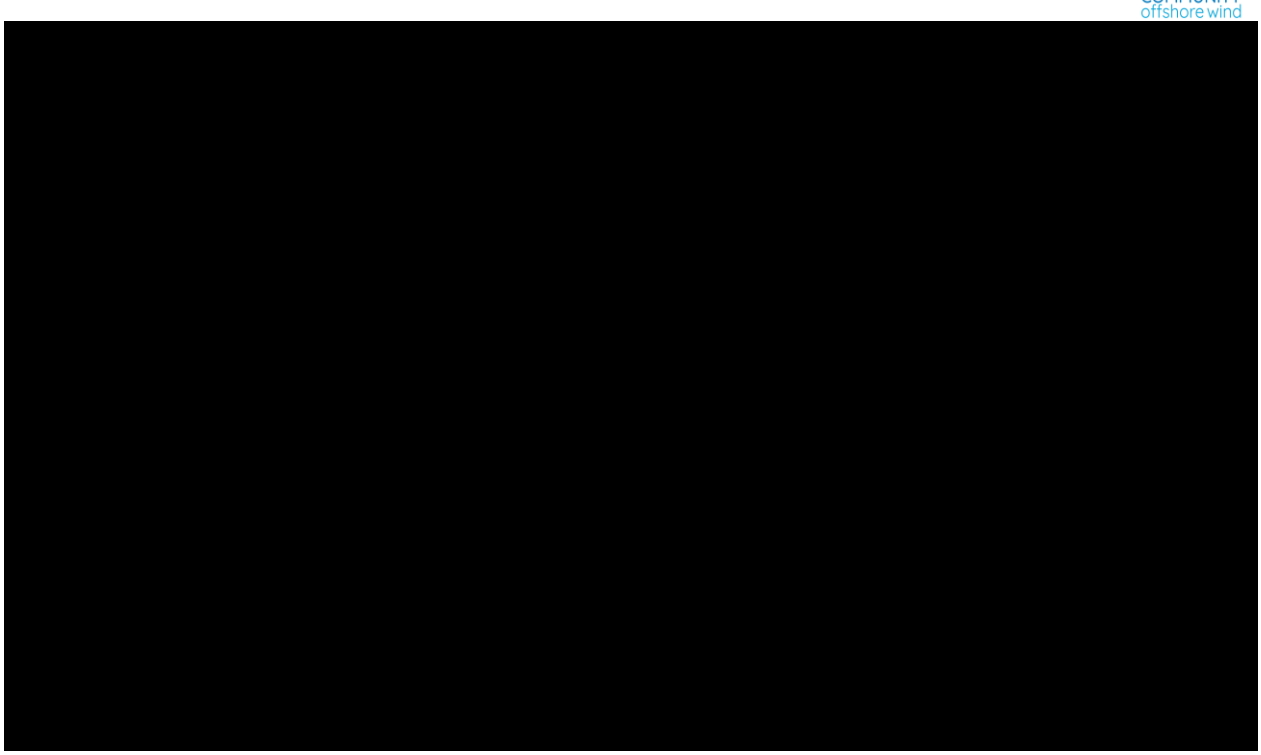
[redacted]

6.2.3.2 Federal permitting

Since Lease OCS-A 0539 became effective on May 1, 2022, we have been working diligently on the site assessment and characterization work, as described above in 6.2.3.1, which will support the preparation of applications and submissions required. [redacted] Descriptions of the agencies, their jurisdiction, and the respective requirements and timelines associated with their permits, licenses, and environmental assessments or impact statements are detailed in this section.

The Bureau of Ocean Energy Management (BOEM) has jurisdiction under the Outer Continental Shelf Lands Act (OCSLA). The OCSLA gives BOEM the jurisdiction to issue leases (e.g., Lease OCS-A 0539) and right-of-way grants for the development of renewable energy. BOEM authorizes the development of the leases through the review and approval of the Site Assessment Plan (SAP) and the Construction and Operations Plan (COP). BOEM will also be the lead federal agency, in charge of leading the National Environmental Policy Act (NEPA) review for the Project.

[redacted]



Site Assessment Plan (SAP)

As required in our lease area OCS-A 0539, a SAP must be submitted, or an extension requested, within 12 months of the effective date of the lease (i.e., by the end of the Preliminary Term). The SAP describes the activities proposed to characterize the lease, such as the deployment of meteorological buoys. A COP must be submitted during the five-year Site Assessment Term.

Construction and Operations Plan (COP)

The COP also summarizes the results of the site assessment and characterization phase, including the results of the G&G data and biological, geotechnical, socioeconomic, and cultural resources studies, provides an assessment of the Project's potential impacts, and the proposed measures for avoiding, minimizing, mitigating, and monitoring impacts.

[redacted]

[redacted] We have and will continue to engage with New York State agencies throughout the development of the Project to provide an overview of the proposed project and timeline. This is in part done through the standing Bi-Annual Inter-Agency Meeting, in which New York State Agencies are invited to participate.

[redacted]

National Environmental Policy Act (NEPA)

Once the COP is deemed sufficient and complete, BOEM will issue a Notice of Intent (NOI) to prepare an Environmental Impact Statement (EIS) to conduct its NEPA environmental and technical reviews. As the lead federal agency, BOEM will initiate various consultations as required under NEPA, including:

- Section 106 of the National Historic Preservation Act (NHPA)
- Section 7 of the Endangered Species Act (ESA)
- Section 305 Essential Fish Habitat (EFH) Consultation under the Magnuson-Stevens Fishery Conservation and Management Act

BOEM will also work with the cooperating agencies, including the USACE, US EPA, NOAA, USFWS, and USCG, to ensure compliance with all obligations under NEPA. At the conclusion of the NEPA review period, BOEM will decide whether to approve, approve with modifications, or disapprove the COP. BOEM's decision will be presented in a Record of Decision (ROD) to complete the NEPA review. After the ROD is signed, BOEM will issue a formal COP approval.

Following COP approval, a Facility Design Report (FDR) and Fabrication and Installation Report (FIR), will be submitted to the Bureau of Safety and Environmental Enforcement (BSEE) and the Project's Certified Verification Agent (CVA). BSEE and the CVA will review the FDR/FIR and provide comments within 60 days. While BSEE does not formally issue an approval of the FDR/FIR, no additional comments are needed before the Project can officially commence construction activities.

Anticipated timeline for federal permits

[redacted]

[redacted]

Submittal of applications for cooperating federal agencies, including the USACE, US EPA, and NOAA, is typically tied to the publication of the DEIS, with approval approximately 3 to 4 months after ROD.

The US Army Corps of Engineers (USACE)

The USACE has jurisdiction under Section 10 of the Rivers and Harbors Act (RHA) and Section 404 of the Clean Water Act (CWA). The Section 10 of the RHA requires a permit for activities that involve the construction of structures or obstructions in navigable waters. The Section 404 of the CWA requires a permit for activities that involve the discharge of dredged or fill materials into navigable waters of the US, including wetlands. The USACE also has jurisdiction under 33 USC 408 (Section 408), where authorization is required when the proposed project may use or alter a Civil Works project. We expect to apply for a Section 10/404 permit with the USACE in line with the timeline agreed upon in the CPP, in line with the timing of the DEIS.

The US Environmental Protection Agency (US EPA)

The US EPA has jurisdiction under the Clean Air Act (CAA). Section 328(a) of the CAA requires the US EPA establish air pollution control requirements on the OCS. An OCS Air Permit will be required to comply with the EPA's requirements under the CAA, as potential emissions from the construction and operations of the Project will qualify as an "OCS source" as set forth in 40 CFR Part 55. We also expect to apply for a Section 10/404 permit with the USACE in line with the timeline agreed upon in the CPP, in line with the timing of the DEIS.

National Marine Fisheries Service (NMFS)

NMFS, an agency within the US Department of Commerce's National Oceanic and Atmospheric Administration and commonly referred to as "NOAA Fisheries," has jurisdiction under the Endangered Species Act (ESA), Magnuson-Stevens Fishery Conservation and Management Act (Magnuson-Stevens Act), and the Marine Mammal Protection Act (MMPA). The MMPA prohibits the "take" (to harass, hunt, capture, or kill, or attempt to harass, hunt, capture, or kill) of marine mammals, including from acoustic harassment. We expect to submit an Incidental Take Authorization (ITA) for the harassment of marine mammals under the MMPA resulting from construction activities, such as pile driving.

The US Fish and Wildlife Service (USFWS)

The USFWS has jurisdiction under the Endangered Species Act (ESA) and Migratory Bird Treaty Act (MBTA). Section 7 of the ESA requires consultation to assess impacts of our Project on ESA-listed species and designated Critical Habitat. The MBTA prohibits the take of protected migratory bird species. We may request an Incidental Take Authorization (ITA).

The US Coast Guard (USCG)

Part of the USCG responsibilities include permitting Private Aids to Navigation (PATON) for placement of temporarily or permanently fixed structures (buoys and foundations). We will submit a PATON application towards the end of the NEPA process, once placements are finalized and the UASCE

authorization is issued. The USCG also issues Local Notice to Mariners (LNM), which provides weekly updates to the mariner community on activities occurring offshore. We will submit information to the publication of the LNM two weeks prior to the start of our offshore activities. Through the NEPA process, the USCG will work with BOEM to review the Navigation Safety Risk Assessment (NSRA) completed in support of the Project. We will engage with the USCG to receive input and comments to support the development of the NSRA prior to its submittal in the COP.

The Federal Aviation Administration (FAA)

Authorization in the form of a Determination of No Hazard (DNH) from the FAA is required for activities that occur over 200 feet in height within U.S. territorial airspace. BOEM will be responsible for determining the marking and lighting requirements for the Project, but we may be required to coordinate with the FAA for activities within 12 nm. Additional coordination with the FAA may be required based on the results of an Obstruction Evaluation and Radar Study.

6.2.3.3 State and local permitting

[redacted]

The New York State Public Service Commission (NYSPSC)

The NYSPSC will oversee, and the New York State Department of Public Services will process, the review of the offshore export cable and ancillary onshore facilities within New York State territory under Article VII of the New York State Public Service Law (PSL, §§120-130). This process will also include review for compliance with the following:

- Certificate of environmental compatibility and public need (CECPN): [redacted] the portion of the offshore export cable in New York State waters, the onshore export cable and the converter station are subject to review and approval by the NYSPSC under Article VII of the PSL (16 NYCRR Parts 85 through 88),

[redacted]

which authorizes the Siting of Major Utility Transmission Facilities. The culmination of the Article VII proceeding will be the issuance of a Certificate of Environmental Compatibility and Public Need. Through the Article VII process, multiple state regulatory agencies will be identified as statutory parties, including the NYSDEC and NYSOPRHP. Given the pre-emptive nature of PSL §130, these agencies will apply their regulatory oversight through the Article VII proceeding, with their program requirements to be addressed through the Certificate.

- Water quality certification (WQC): The NYSPSC will also consider the impacts of the export cable and ancillary onshore facilities on water quality and compliance with New York water quality standards and will issue the required WQC, pursuant to Section 401 of the CWA and implementing regulations (6 NYCRR Parts 701, 702, 704, 754 and Part 800 to 941).
- Environmental management and construction plan (EM&CP): Following issuance of the Article VII Certificate, an EM&CP describing the practices during construction that will demonstrate compliance with the Certificate will be submitted. The EM&CP must be filed with other regulatory agencies and local officials with an opportunity for public comment and must be approved by the NYSPSC prior to the start of construction.
- Section 68 petition: Under PSL §68, the NYSPSC must verify that an applicant has received approval for use of municipal property or rights-of-way, has the economic resources to provide safe, adequate, and reliable service at just and reasonable rates, and that issuance of a Certificate of Public Convenience and Necessity is in the public interest. We will file a Petition demonstrating the Project meets these requirements.

The New York State Department of Environmental Conservation (NYSDEC)

- State Pollutant Discharge Elimination System (SPDES): The NYSDEC has been delegated authority from the USEPA to administer approvals under the SPDES. Additionally, the NYSDEC has the responsibility and authority to regulate potential impacts to the public and natural resources. Both new applications and amendments to existing SPDES Permits will be included, as applicable [redacted]. General Permit for Stormwater Discharges from Construction Activities: Under Section 402 of the CWA as implemented by New York State under ECL Article 17 (6 NYCRR Part 750-757), stormwater discharge(s) from construction activities that disturb one acre or more are required to be covered under the State Pollutant Discharge Elimination System (SPDES) General Permit for Stormwater Discharges from Construction Activities (GP-0-20-001) or its successor issued by the NYSDEC.
- Existing Industrial SPDES Permit Modification: [redacted] According to the instructions, facility upgrades, or expansions require Application Form NY-2C to be submitted and a SPDES permit issued prior to the start of construction. It is suggested that the application be submitted at least 180 days before the date on which construction is to commence to allow time for processing.

Other NYSDEC reviews or consultations

- Through the Article VII process, the NYSDEC will review our Project to ensure consistency with their program requirements under the Environmental Conservation Law (ECL), including, but not limited to:
- Protection of Waters, pursuant to ECL Article 15 (6 NYCRR Part 608 and 621)
- Freshwater Wetlands, pursuant to ECL Article 24 (6 NYCRR Part 663 – 665)
- Tidal Wetlands, pursuant to ECL Article 25 (6 NYCRR Part 661)
- Endangered and Threatened Species, pursuant to ECL Article 11 (6 NYCRR Part 182)
- Invasive Species, pursuant to 6 NYCRR Part 575
- Consultation with Municipal Stormwater Authorities (MS4)10

New York State Office of General Services (NYSOGS), Department of Land Management

The Department of Land Management in the NYSOGS manages the state's real estate interests in lands underwater. As we are proposing to install export cable assets in New York State waters, a NYSOGS easement will be required. An application will be submitted following certificate issuance.

New York Department of State (NYSDOS), Division of Coastal Resources

The federal Coastal Zone Management Act requires that certain federal actions, including, for example, BOEM's approval of a COP, be consistent with a state's enforceable policies in a federally approved coastal zone management program (CZMP). A review of the Project by the NYSDOS, Division of Coastal Resources for consistency with the policies in the New York State CZMP will be required and coordinated as part of the larger, comprehensive effort required by BOEM. A consistency certification will be submitted to BOEM as part of the COP and will formally be submitted to NYSDOS concurrent with the issuance of the NOI for review and for a consistency determination. Additionally, as part of its Article VII review, NYSPSC also will consider consistency with the New York State CZMP.

New York Department of Transportation (NYSDOT), Region 10 and 11

The NYSDOT operates and maintains the major highway and road networks within the state. The project will cross and/or parallel major roadways and therefore coordination and approval by the NYSDOT will be necessary. The appropriate authorizations from the NYSDOT to construct the Project will be obtained after certificate issuance and before construction starts.

Metropolitan Transportation Authority (MTA) and the Long Island Railroad (LIRR)

The MTA is a state agency that operates and maintains rail lines in the greater New York City area. The LIRR is an agency within the MTA, and is responsible for all rail service, maintenance, and operation on Long Island. [redacted] anticipate coordination with the MTA and/or LIRR during the onshore portion of the Project(s). [redacted]

Local ordinances and approvals

Due to the pre-emptive effect of PSL § 130, the procedural requirements to obtain any local approval, consent, permit, certificate or other condition for the construction and operation of the Project components subject to Article VII do not apply. Nevertheless, Article VII requires the identification of

[redacted]

applicable local ordinances and requires justification for their requested waiver by the NYSPSC. While local ordinances and approvals are addressed through the Article VII process, we are required to obtain right-of-way easements from the municipalities in which our export cable route crosses.

6.2.4 Additional permitting considerations

In addition to the development of our lease area and the delivery of power to New York State, Community Offshore Wind will continue to monitor the requirements of an evolving landscape of permitting processes, such as rights to deliver the power generated from our Project into the NYISO.

NYISO permitting

[redacted] These efforts support delivery of our offshore power into the grid, and extensively explored solutions to facilitate future expansion of offshore wind delivery capability. This includes several elements in our design that will significantly reduce the costs of future interconnections, reduce the risks in permitting and construction delays as well as environmental and stakeholder impacts. A more in-depth description of our NYISO process can be found in Section 7: Interconnection & Deliverability Plan.

6.3 Financing Plan

NYSERDA 2024 Offshore Wind Solicitation ORECRFP24-1

September 9, 2024

6.3 Financing Plan

1 Table of contents

2 List of tables

[redacted]

3 List of figures

[redacted]

4 List of attachments

Attachment 6.3-1 RWE and National Grid US renewable projects financed

Attachment 6.3-2 Annual report 2021 RWE AG

Attachment 6.3-3 Annual report 2022 RWE AG

Attachment 6.3-4 Annual report 2023 RWE AG

Attachment 6.3-5 Financial Statements 2021 of RWE AG

Attachment 6.3-6 Financial Statements 2022 of RWE AG

Attachment 6.3-7 Financial Statements 2023 of RWE AG

Attachment 6.3-8 Moody's credit opinion RWE AG 10-2023

Attachment 6.3-9 Fitch rating report RWE AG 2024

Attachment 6.3-10 Annual report 2021 National Grid plc

Attachment 6.3-11 Annual report 2022 National Grid plc

Attachment 6.3-12 Annual report 2023 National Grid plc

Attachment 6.3-13 Consolidated financial statement 2021 National Grid North America Inc

Attachment 6.3-14 Consolidated financial statement 2022 National Grid North America Inc

Attachment 6.3-15 Consolidated financial statement 2023 National Grid North America Inc

Attachment 6.3-16 Moody's credit opinion National Grid North America Inc 09-2023

List of acronyms and abbreviations

Abbreviation	Explanation
COD	The date upon which the Project or a phase of the Project enters Commercial Operation as defined by the ORECRFP24-1 Standard Form Offshore Wind Renewable Energy Certificate Purchase and Sale Agreement
CVA	Certification Verification Agent
EIB	European Investment Bank
ESG	Environmental, Social, Governance
FID	Final Investment Decision
GBP	Great British Pounds
IRA	Inflation Reduction Act
[redacted]	[redacted]
JV	Joint Venture
LLC	Limited Liability Company
[redacted]	[redacted]
NYISO	New York Independent System Operator
POI	Point of Interconnection
S&P	Standard & Poor's

NYSERDA solicitation requirements

Our financing plan addresses each requirement described in NYSERDA's fifth solicitation for offshore wind energy (ORECRFP24-1).

Table 6.3-1 Solicitation requirements

Solicitation requirement	Section
A short description of projects that the Proposer has financed or is in the process of financing	6.3.2
Project financiers (or those being considered to finance) and the related financing mechanism or mechanisms that will be used (i.e., convertible debenture, tax or contingent equity, other) including repayment schedules and conversion features included in the description	6.3.4.1
Project's existing financial structure and projected financial structure included in the description	6.3.4.1
Expected sources of debt and equity financing and uses, including details of how the construction phase of the project will be financed and any agreements, both pre and post Commercial Operation Date, entered into with respect to equity ownership in the proposed Project and any other financing arrangement included in the description	6.3.4.1, 6.3.4.2
How any such agreements would differ under different pricing options for the Submission (e.g., Fixed OREC vs. Index OREC, Inflation Adjusted, or Interconnection Cost Sharing) included in the description	6.3.4
Estimated construction costs and consideration for contingencies or cost overruns included in the description	6.3.4.1
Evidence that Proposer has the financial resources and financial strength to complete and operate the Project as planned	6.3.3
The planned insurance program, including how climate-related physical risks are factored into the insurance deductible and if added resilience measures or design and construction features taken to strengthen the ability of the Project to handle climate shocks or stresses may act to lower insurance premiums or deductibles	6.3.5.4
The method the Proposer will use to estimate inflation using an index or indices that are relevant to the Project's construction and operations costs	6.3.5.1
The role of the Federal Production Tax Credit, Investment Tax Credit, or LPO Financing (or other incentives) on the financing of the Project, including presumed qualification year and percentage and estimated eligible capital expenditures or estimated level of financing. Provide an explanation for the assumed ability or inability to qualify for the Federal Production Tax Credit, Investment Tax Credit, or LPO Financing. The Proposal may not be contingent on receipt of the Production Tax Credit, Investment Tax Credit, or LPO Financing. Refer to Section 2.1.4 and to Section 5.07 of the Agreement for the Fixed OREC Price or Index OREC Strike Price adjustment related to receipt of Project Qualifying Federal Support or LPO Financing. For purposes of determining treatment of the Energy Community Bonus	6.3.4.1, 6.3.5.2

Credit, the primary Project configuration and associated ITC qualification for each Proposal must be clearly delineated.	
Complete copies of the most recent audited financial statement and annual report for each Proposer for each of the past three years; including parent companies of Proposer (if audited statements are not available, reviewed or compiled statements are to be provided). Also, provide the credit ratings from Standard & Poor's and Moody's (the senior unsecured long-term debt rating or, if not available, the corporate rating) of Proposer and any parent companies and development partners	6.3.3.2
The Proposer's ability (and/or the ability of its credit support provider) to provide the required security, including its plan for doing so	6.3.3.3
A description of any current or recent credit issues / credit rating downgrade events regarding Proposer or parent companies raised by rating agencies, banks, or accounting firms	6.3.3.4
Information regarding any exposure of the Proposer and/or parent companies including joint ventures to adverse events related to investments and other activities in Russia. Discuss corporate withdrawals from investments in Russia, the impact of write-offs, write-downs and/or related impairment charges and government sanctions arising from the conflict in Ukraine - 85 - affecting the Proposer, parent companies and/or joint venture participants, including limited liability corporations	6.3.3.4
Details of any events of default or other credit/financial issues associated with all energy projects (other than those under contract with NYSERDA) in which the Proposer (and other equity partners), its parent companies, and directors, officers, and senior managers of those entities, participated over the past three years	6.3.3.4
The allowances or mechanisms in place to address high risk contingencies and cost overruns in the Project budget, including how the how will address the risk of increases to project cost. For example, refer to the Project's commitment to utilize financial hedging instruments and/or pass through commodity price risk to suppliers	6.3.5
A recent external audit management letter covering the Proposer	6.3.3.2

6.3.1 Financing Plan Summary

We are a **trusted financial partner to New York State**. We have developed a robust financing plan focused on limiting ratepayer costs and successfully delivering the Project. Our financing plan is comprised of four main components.

- **Our parent companies' experience financing large-scale projects**: Community Offshore Wind (COSW) is a Joint Venture (JV) between RWE Offshore Wind Holdings, LLC and National Grid Ventures (NGV) OSW Holdings, LLC (together, the "Parent Companies"). [redacted] in the US and Europe.
- **Project sponsored by two financially secure companies**: RWE and National Grid have the financial resources to complete and operate the Project as planned. [redacted]
- **Our Project's detailed Financing Plan**: [redacted]
- **Accounting for key risks and mitigations**: Key risks and detailed mitigation options have been considered to ensure smooth financing of our Project. [redacted]

6.3.2 Our parent companies' experience financing large-scale projects

Community Offshore Wind is a JV formed for the development, construction, and operations of our commercial-scale offshore wind farm in the New York Bight lease area OCS-A 0539. [redacted]

We will leverage RWE's more than 20-years of global and US experience to evaluate optimal financing solutions, even in challenging market conditions. [redacted] Other recent investment decisions of a similar size and complexity to our proposed Project, include:

- **Nordseecluster:** In May 2024, RWE made the investment decision for its Nordseecluster A and B offshore wind projects along the German North Sea coast. With a total capacity of 1.6 GW, these wind farms will generate around 6.5 TWh hours of green electricity per year. The offshore construction of Nordseecluster A is due to start in 2026. For more information, see the press release.
- **Thor**: In June 2024, the European Investment Bank (EIB) announced its support of the 1.1 GW Thor offshore wind farm with a EUR 1.2B ($1.3) green loan.[1] Located in the Danish part of the North Sea, Thor will be the largest offshore wind farm in Denmark with commercial operations expected by end of 2027. For more information, see the press release.
- **OranjeWind:** In July 2024, RWE and TotalEnergies announced a JV partnership and subsequent investment decision to deliver the 795 MW OranjeWind (Hollandse Kust West VII) offshore wind project in the Netherlands. The offshore construction is scheduled to start in 2026. For more information, see the press release.

[redacted] NGV has a diverse portfolio of low carbon and renewable energy businesses in the US, the UK, and Europe, including sub-sea HVDC interconnectors, liquefied natural gas, battery storage, wind and solar generation assets. [redacted] For more information, see Section 6.1 Project Team.

6.3.3 Project sponsored by two financially secure companies

We benefit from the financial strength of RWE and National Grid, as evidenced by their strong performance in annual reports, financial statements, credit ratings, and ability to provide security. [redacted]

6.3.3.1 Financial resources and strength

RWE financing and capital structure

[redacted]

[1] Conversion rate applied here is 1.0540 USD = 1 EUR from 10th June 2024

[redacted]

RWE has a strong focus on renewable energy and implemented a long-term investment and growth strategy in 2021 called "Growing Green." This strategy involves investing a total of EUR 55B ($58B) in RWE's core business between 2024 and 2030 and expanding RWE's generation capacity by 35.5 GW (pro rate at the end of 2023) to over 65 GW by 2030. The 'Growing Green' target is also to increase adjusted EBITDA in RWE's core business to over EUR 9B ($9.5B) in comparison to the original target in 2021 of around EUR 5B ($5.3B).

National Grid financing and capital structure

[redacted]

National Grid's debt issuance program includes the use of green financing instruments. The company has published a Green Financing Framework, which outlines how National Grid and its subsidiaries (including NGV) can issue green financing instruments to fund efforts towards a cleaner energy system. This framework is aligned with the International Capital Markets Association's Green Bond Principles[5] and the Loan Market Association's Green Loan Principles[6], as well as the EU Taxonomy Regulation and Delegated Acts on Climate Change Mitigation and Adaptation[7]. [redacted]

[redacted]

[redacted]

[5] Link: https://www.icmagroup.org/assets/documents/Sustainable-finance/2022-updates/Green-Bond-Principles-June-2022-060623.pdf
[6] Link: https://www.lsta.org/content/green-loan-principles/
[7] Link: https://finance.ec.europa.eu/sustainable-finance/tools-and-standards/eu-taxonomy-sustainable-activities_en
[redacted]

[redacted]

6.3.3.2 Annual reports, financial statements, and credit rating reports

[redacted]

RWE annual reports, financial statements, and credit ratings

[redacted] RWE's revenue and adjusted EBITDA in 2023 were EUR 28.6B ($30.6B) and EUR 8.4B ($9B).

RWE AG maintains a strong investment grade credit rating despite the turbulence in the energy market over the last year. Leading rating agencies, Moody's and Fitch, consistently certify RWE AG's creditworthiness within the "investment grade" category, not least due to RWE AG's conservative financial policy. As shown in Table 6.3-2, Moody's gives RWE AG's long-term creditworthiness a rating of 'Baa2', and Fitch has graded RWE one rating higher at 'BBB+', with a stable rating outlook. Both Moody's and Fitch highlighted RWE's robust financial position and status as a leading renewable energy company. Table 6.3-2 presents "senior unsecured" or "long-term issuer default" ratings.

Table 6.3-2 Senior unsecured long-term debt rating of RWE AG

	Current	FY2023	FY 2022	FY 2021
Moody's Rating	Baa2	Baa2	Baa2	Baa2
Fitch Rating	BBB+	BBB+	BBB+	BBB+

[redacted] The following reports issued by RWE or by third-party rating agencies demonstrate RWE's ability to provide funding and security to the Project and are included in Attachment 6.3-1:

- Annual report 2021 RWE AG
- Annual report 2022 RWE AG
- Annual report 2023 RWE AG
- Audited financial statement 2021 RWE AG
- Audited financial statement 2022 RWE AG
- Audited financial statement 2023 RWE AG
- Fitch rating report RWE AG 2024
- Moody's credit opinion RWE AG 2023

RWE AG's 2023 audited financial statements include its Independent auditor's report by PricewaterhouseCoopers GmbH (PwC) from March 2024 on page 311.

National Grid annual reports, financial statements, and credit ratings

National Grid's strong balance sheet, ability to finance using a variety of debt and equity instruments, and strong credit ratings strongly position National Grid and NGNA to offer

competitive and flexible financing. NGNA has a fiscal year end of March 31st and for the fiscal year ended on March 31, 2024, NGNA reported operating revenues of $13.2B and operating income of $2.0B, with total assets valued at $71.5B.

NGNA is the ultimate US parent of National Grid's direct shareholder in Community Offshore Wind, NGV OSW Holdings LLC. Moody's and Standard and Poor's consistently certify NGNA's creditworthiness within the "investment grade" category. As shown in Table 6.3-3, Moody's currently assigns National Grid North America a senior unsecured rating of 'Baa2' and highlighted its continued large scale and lower-risk electricity transmission and distribution operations. Table 6.3-3 presents "senior unsecured" or "long-term issuer default" ratings.

Table 6.3-3 Senior unsecured long-term debt rating of NGNA

	Current	FY2023	FY 2022	FY 2021
Moody's Rating	Baa2	Baa2	Baa2	Baa2

The following reports issued by National Grid or by third-party rating agencies demonstrate National Grid's ability to provide funding and security to the Project and are included in Attachment 6.3-1:

- Annual report 2021/22 National Grid plc
- Annual report 2022/23 National Grid plc
- Annual report 2023/24 National Grid plc
- Audited financial statement 2021/22 National Grid North America Inc
- Audited financial statement 2022/23 National Grid North America Inc
- Audited financial statement 2023/24 National Grid North America Inc
- Moody's credit opinion National Grid North America Inc 2023

National Grid North America's 2023/2024 audited financial statements include its Independent auditor's report by Deloitte from July 2024 on page 3.

6.3.3.3 Parent companies' commitment and ability to provide security

[redacted] RWE and National Grid's ability to provide the required securities for the Project is further demonstrated by:

- **Funding $1.1B lease payment to BOEM:** Financial assurance issuance as stipulated in the Commercial Lease OCS-A 0539 between the United States of America (Lessor) acting through the Bureau of Ocean Energy Management and Community Offshore Wind Holdings LLC (Lessee) [redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

Events of default

As of the end of Q2 2024, there are no events of default or other credit/financial issues associated with energy projects in which Community Offshore Wind, its Parent Companies, or the directors, officers, and senior managers of those entities participated over the past three years.

6.3.4 Our Project's detailed financing plan

Our financing plan includes a detailed description of financing through the lifecycle of the Project. [redacted]

6.3.4.1 Financing plan by Project phase

[redacted]

[redacted]

Development and construction

[redacted]

[redacted]

[redacted]

Construction cost estimates

[redacted]

[redacted]

Operations financing

[redacted]

Decommissioning financing

[redacted]

Letters of support for financing plan

[redacted]

6.3.5 Accounting for key risks and mitigations

Our financing plan includes mechanisms to address high-risk contingencies and cost overruns [redacted]

6.3.5.1 Proposer's estimate of inflation

[redacted]

[redacted]

6.3.5.3 Risk mitigations

[redacted]

[redacted]

[redacted]

6.3.5.4 Insurance program

[redacted]

- [redacted]
- [redacted]
- [redacted]

Climate-related risk response

We seek to take necessary precautions to prevent damage to the Project and/or third parties. **We will obtain verification for the wind farm components from a Certified Verification Agent (CVA).** This approach will help validate the site inputs, loading, design basis, and design methodology are consistent with the latest industry standards. **Project verification provides insurance carriers with greater comfort on the quality of the wind farm components.**

We will aim to refine and improve our resilience measures, design, and construction of our offshore wind facilities. While these precautions may not have an immediate positive impact, they could be used to help demonstrate the efficacy of these safety precautions, from which Community Offshore Wind and its Parent Companies will seek further efficiencies within their overall risk transfer and insurance programs. [redacted]

6.4 Equipment, Development, and Logistics Plan

NYSERDA 2024 Offshore Wind Solicitation ORECRFP24-1

September 9, 2024

6.4 Equipment, Development, and Logistics Plan

1 Table of contents

2 List of tables

3 List of figures

4 List of attachments

List of acronyms and abbreviations

Abbreviation	Explanation
AC	Alternating Current
AEP	Annual Energy Production
[redacted]	[redacted]
BOEM	Bureau of Ocean Energy Management
BOP	Balance of Plant
COD	The date upon which the Project or a phase of the Project enters Commercial Operation as defined by the ORECRFP24-1 Standard Form Offshore Wind Renewable Energy Certificate Purchase and Sale Agreement
COSW	Community Offshore Wind
CRA	Capacity Reservation Agreement
CTV	Crew Transfer Vessel
CVA	Certified Verification Authority
DAC	Disadvantaged Community
DC	Direct Current
EPC	Engineering, Procurement, and Construction
EPCI	Engineering, Procurement, Construction, and Installation
ERP	Emergency Response Plan
ESG	Environmental, Social, and Governance
FID	Final Investment Decision
HDD	Horizontal Directional Drilling
HVDC	High-Voltage Direct Current
IEC	International Electrotechnical Commission
IRA	Inflation Reduction Act
ISO	International Organization for Standardization
ITC	Investment Tax Credit
ITT	Invitation to Tender
kV	Kilovolt
KYC	Know Your Customer
MOU	Memorandum of Understanding
MW	Megawatt
MWBE	Minority and / or Women-Owned Business
NDA	Non-Disclosure Agreement

Abbreviation	Explanation
NM	Nautical Mile
OCP	Offshore Converter Platform
OEM	Original Equipment Manufacturer
POI	Point of Interconnection
PSA	Preferred Supplier Agreement
RFI	Request for Information
RFP	Request for Proposals
SCADA	Supervisory Control and Data Acquisition
[redacted]	[redacted]
SDVOB	Service-Disabled Veteran Owned Business
SOV	Service Operations Vessel
T&I	Transport and Installation
TP	Transition Piece
USACE	United States Army Corps of Engineers
[redacted]	[redacted]
WTIV	Wind Turbine Installation Vessel
WTG	Wind Turbine Generator

NYSERDA solicitation requirements

The equipment, development, and logistics plan addresses each requirement described in NYSERDA's fifth solicitation for offshore wind energy (ORECRFP24-1).

Table 6.4-1 Solicitation requirements

Solicitation requirement	Section
Preliminary engineering plan which includes at least the following enumerated information. If specific information is not known, identify manufacturers, vendors, and equipment that will be considered.	6.4.5
Type of turbine and sub-station foundation, Offer Capacity, and radial export cable transmission technology	6.4.5
Primary Components to be used, including the manufacturer or proposed manufacturer and location of manufacturing for each	6.4.4, 6.4.5
Status of acquisition of the Primary Components, including any contracts for the Primary Components that Proposer has secured or plans to secure and the status of any pertinent commercial arrangements	6.4.4, 6.4.5
Other equipment or service vendors identified/considered	6.4.4, 6.4.5
Design and performance history of the selected Primary Components and equipment	6.4.5
Design considerations that help to support responsible disposal and or recycling of Primary Components after the end of their useful life and equipment plans that generally aim to consider the precepts of the circular economy	6.4.5
In the event the Primary Components or Sub-component manufacturers have not yet been selected, identify in the equipment procurement strategy the factors under consideration for selecting the preferred equipment, including alignment with the considerations above, as well as the anticipated timing associated with the selection of the equipment manufacturer, including the timing for binding commercial agreement(s)	6.4.4, 6.4.5
Explain the necessary arrangements and processes for outfitting, assembly, storage, and deployment of Primary Components. Please provide a section focused on construction and logistics that captures the following objectives:	6.4.6
List the major tasks or steps associated with deployment of the proposed Project and the necessary specialized equipment (e.g., vessels, cranes)	6.4.6
List the party or parties responsible for each deployment activity and describe the role of each party. Describe the status of Proposer's contractual agreements with third-party equipment/service providers	6.4.6
Identify the marine terminals and other waterfront facilities that will be used to stage, assemble, and deploy the Project for each stage of construction • If available, evidence that Proposer or the equipment/service provider have right(s) to use a marine terminal and/or waterfront facility for construction of the Project (e.g., by virtue of ownership or land development rights obtained from the owner)	6.4.6

• If not available, describe the status of acquisition of real property rights for necessary marine terminal and/or waterfront facilities, any options in place for the exercise of these rights and describe the plan for securing the necessary real property rights, including the proposed timeline • Identify any joint use of existing or proposed real property rights for marine terminal or waterfront facilities	
Describe the proposed approach for staging and deployment of Primary Components to the Project site. Include a description and discussion of the laydown facility/facilities to be used for construction, assembly, staging, storage, and deployment	6.4.6
Indicate the number, type and size of vessels that will be used, their respective uses, and how vessels will be secured for the required construction period. Explain how Proposer's deployment strategy will conform to requirements of the Merchant Marine Act of 1920 (the Jones Act).	6.4.6
Detail the operating parameters for the Project, including the anticipated maintenance schedule.	6.4.7
Partial and complete planned outage requirements in weeks or days for the Offshore Wind Generation Facility. Also, list the number of months required for the cycle to repeat (e.g., list time interval of minor and major overhauls, and the duration of overhauls)	6.4.7
Provide all the expected operating constraints and operational restrictions for the Project, the reason for the limitation, and characterize any applicable range of uncertainty	6.4.7

6.4.1 Summary

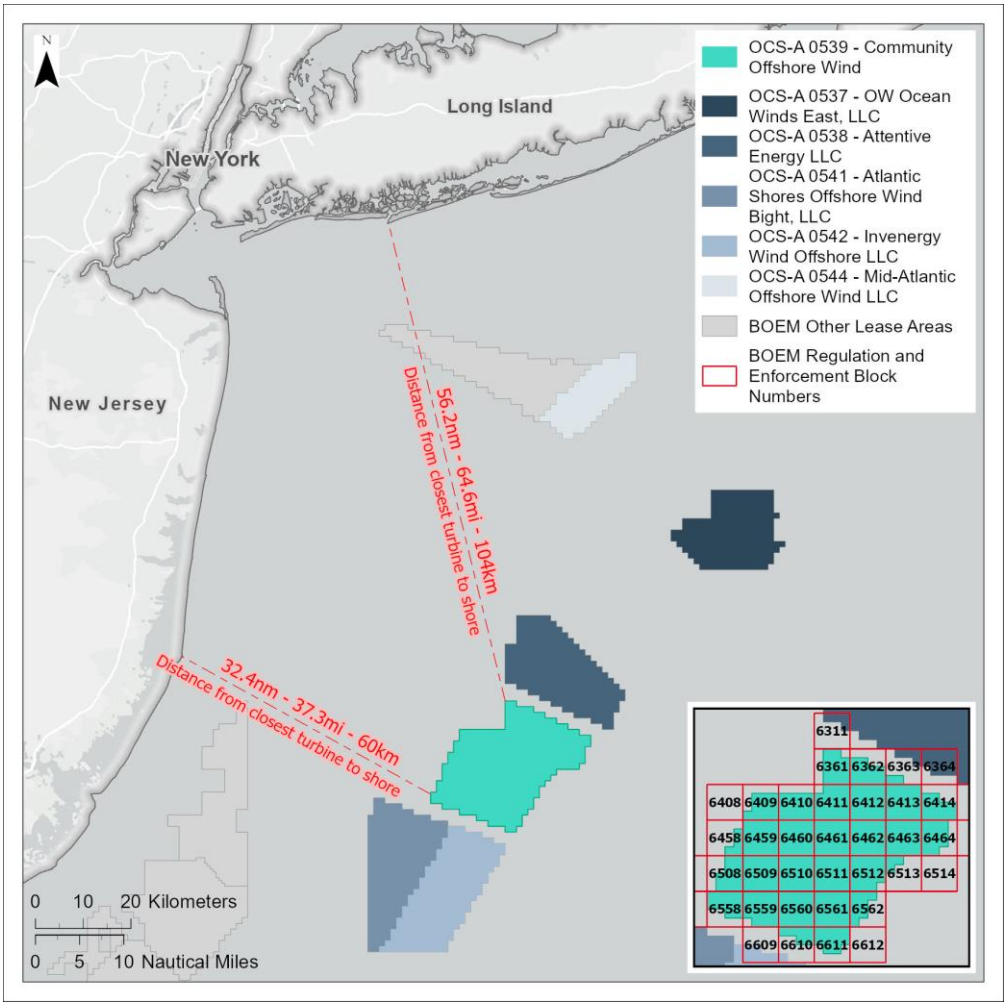
[redacted] engineered, installed, and operated by COSW's world class team, leveraging the deep expertise and experience of parent companies RWE and National Grid. This section details the equipment, development, and logistics plan highlighting:

- **Attractive lease area fundamentals** – wind resource, seabed, vessel traffic, fisheries activity, and viewshed – that are further enhanced through Project design that maximizes generation potential, minimizes stakeholder impact, and achieves cost-efficiency for New York ratepayers.
- **Procurement and engineering plans** [redacted]
- **Construction and installation plans** that manage complexity and risks to safely and sustainably construct [redacted] on budget and on time, informed by the deep expertise and experience of RWE and National Grid. [redacted]
- **Operations and maintenance plans** that reflect COSW's commitment to bringing clean energy to New York safely and reliably. These plans bring to bear RWE's and National Grid's respective track records of achieving industry-leading availability of offshore wind farms and subsea HVDC transmission.

6.4.2 Site Characteristics

[redacted] Lease area BOEM OCS-A-0539 (Figure 6.4-1) was acquired by the joint venture in February 2022. It benefits from attractive lease area fundamentals that are further enhanced through layout and design choice optimization.

Figure 6.4-1 Lease area OCS-A-0539



Wind resource

The COSW lease area has average wind speeds of [redacted] Proposed wind turbine layouts will optimize use of this valuable resource. The lease area is surrounded by three other proposed wind farms, currently in early stages of development, to the southwest and northeast. While this orientation follows the predominant wind direction, RWE's industry-leading wake modelling methods accurately forecast the effects of neighboring wind farms.

Seabed

[redacted]

[redacted]

Increasingly detailed site investigation campaigns are planned. Should additional obstructions be found, COSW will consider how best to mitigate it during construction, including possible relocation of the obstruction or altered placement of a wind turbine generator (WTG) or cable. COSW has continued to engage stakeholders to better understand potential sensitive environmental features, such as artificial reefs, and will seek to avoid, minimize, and/or mitigate potential impacts.

[redacted]

Figure 6.4-2 Lease area seabed obstructions, existing cables, and vessel traffic

Vessel traffic

The COSW lease area does not border any shipping lanes radiating out from the entrance to the Port of New York or New Jersey in the Lower New York Bay. As such, most of the vessel activity is fishermen, both within the lease area and in transit to fishing areas further offshore. The lease area had its boundaries adjusted pre-lease auction, following consultation with local marine and fishery stakeholders, to have an irregular shape that would reduce potential conflicts with vessels. It has smooth edge boundaries that enable ships and bottom-dredging fishing vessels to maintain constant headings as they transit the site.

Fisheries activity

The COSW lease area has the lowest estimated commercial fishing revenue per acre of the New York Bight leases, reducing the potential for impacts on other ocean users. Additionally, its boundaries were designed by BOEM to accommodate fisheries and avoid potential impacts. This is via designated 2.44 nautical mile (NM) transit corridors at the northern and southern boundaries; a 2.5 NM buffer between the lease area and the nearby scallop fishery access area (along the eastern border); and removal of areas with the highest landings and revenue from surf clam fishery. Promoting safety and avoiding risk for commercial and recreational fishermen in the Project area is a top priority. COSW will employ a layered approach to avoid, minimize, and mitigate risks to commercial and recreational fishing. For the full Fisheries Mitigation Plan, please see Section 8.1.

Viewshed

The COSW lease area was selected in part due to its distance from shore – 37 statute miles east of New Jersey, at its closest point – which minimizes potential viewshed impacts [redacted] for coastal communities. [redacted] At 64 statute miles [redacted] to the nearest point in New York, there will be no viewshed impacts for New York [redacted] COSW is dedicated to continuing to engage stakeholders and communicating transparently about viewshed impacts to address any concerns and build support for the responsible development of offshore wind. For the full Visibility Study, please see Section 8.5.

6.4.3 Project Design

[redacted]

Table 6.4-2 Proposal project design configurations

[redacted]

COSW [redacted] build upon the favorable site characteristics of the lease areas to maximize generation potential, minimize stakeholder impact, and achieve cost-efficiency for New York ratepayers. A comprehensive wind turbine placement framework has been applied to identify potential turbine locations. COSW plans to implement [redacted] array cable design concepts and environmentally favorable export cable routing to proactively address potential stakeholder concerns.

6.4.3.1 WTG layout

The WTG layout for the wind farm was defined using a comprehensive wind turbine placement framework. Figure 6.4-3 [redacted] The WTG layout is optimized to maximize generation potential and meet stakeholder needs. The orientation and spacing of the WTGs allows for safe passage of vessel traffic in the designated traffic zones and reduces the buildable area in specific parts of the lease area.

[redacted]

[redacted] Final placements will be determined after soil condition studies are completed.

[redacted]

6.4.3.2 Inter-array cable layout

[redacted]

[redacted]

6.4.3.3 Export cable routing

COSW has prioritized development of high-voltage direct current (HVDC) export cable route options that minimize environmental impacts and incorporate nature-inclusive design principles. These options have been informed by expert interviews conducted with local stakeholders to help identify the benthic hazards and seabed conditions most favorable for cable burial to avoid interaction with surf clam and scallop dredge fisheries while also minimizing environmental impact.

[redacted]

[redacted]

[redacted]

6.4.4 Procurement Plan

6.4.4.1 [redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

6.4.4.2 [redacted]

[redacted]

6.4.4.4 Supplier selection criteria

COSW suppliers are selected based on criteria that have been refined through decades of RWE and National Grid experience in offshore wind and electric grid development and operation. [redacted]

[redacted]

Table 6.4-3 Supplier selection criteria

Criteria	Description (not exhaustive)
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]

[redacted]

To enhance the competitiveness of New York businesses, COSW plans to:

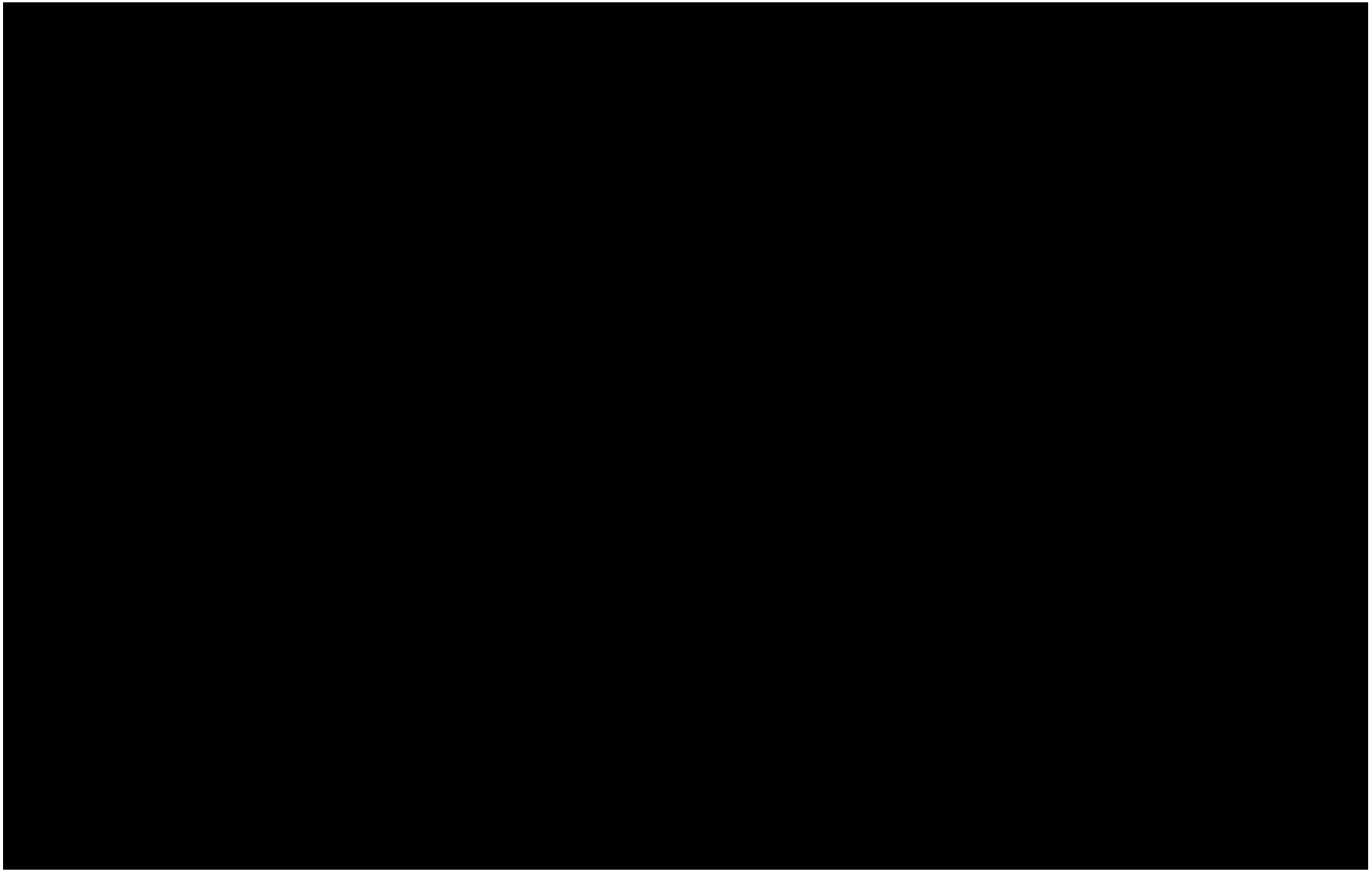
- Invest in New York's workforce and communities to build the skills needed locally
- Include local MWBE and SDVOB suppliers in the procurement approach, where possible
- Build an economic development strategy for New York businesses that encourages Tier 1 suppliers to use local supply chains where possible
- Empower Tier 2-4 suppliers with awareness and access to capital

COSW will work closely with suppliers and installation contractors to develop the best concepts for the Project. Different work packages require different approaches depending on their cost, availability, and technical requirements.

6.4.4.5 Overview of suppliers

[redacted]

Table 6.4-4 Overview of suppliers



6.4.5 Engineering & Equipment Plan

The preliminary engineering plan leverages RWE industry-leading experience in the development and design of offshore wind farms and National Grid's deep expertise in high-voltage electric transmission technology. The technology choices and procurement status of the primary components and equipment used in the proposed offshore wind farms are described below.

6.4.5.1 Wind turbine generator

The wind turbine generator (WTG) is the cornerstone of every wind farm, harnessing the energy of the wind resource at the lease area.

Technology choice

[redacted]

[redacted]

[redacted]

[redacted]

As to WTG circular economy considerations, all technical equipment of the WTG, such as switchgears and transformers will be reused or stripped to core components. Blades are the most complex part of the wind farm to recycle. RWE, however, is an industry leader in recycling blades. It is testing the world's first recyclable blades with Siemens Gamesa at the Kaskasi offshore wind farm in Germany [redacted]

Procurement status

[redacted]

[redacted]

6.4.5.2 Wind turbine foundation

The wind turbine foundation upholds and provides stability for the WTG.

Technology choice

[redacted]

[redacted]

[redacted]

[redacted]

Procurement status

[redacted]

[redacted]

6.4.5.3 Scour protection

Scour protection ensures the embedment depth of the wind turbine foundation by preventing sediment from washing away and deepening the surrounding seabed.

Technology choice

[redacted]

[redacted]

Procurement status

[redacted]

6.4.5.4 Inter-array cable

The inter-array cable transfers electricity from the WTG to the offshore substation.

Technology choice

[redacted]

Procurement status

[redacted]

6.4.5.5 Offshore converter platform and onshore converter station

The offshore converter platform (OCP) houses the offshore converter station, which collects, stabilizes, and transforms electricity from the WTGs into a direct current (DC) and a higher voltage to reduce electrical losses. Power is then transmitted from the OCP to the onshore converter station via export cables. The onshore converter station converts DC to alternating current (AC), facilitating the integration of the power into the electric grid.

Technology choice

[redacted]

[redacted]

[redacted]

[redacted]

Procurement status

[redacted]

6.4.5.6 Export cable

Export cables safely, reliably, and efficiently transmit electricity from the OCP to the onshore converter station preceding the point of interconnection to the electric grid.

Technology choice

[redacted]

[redacted]

[redacted]

Procurement status

[redacted]

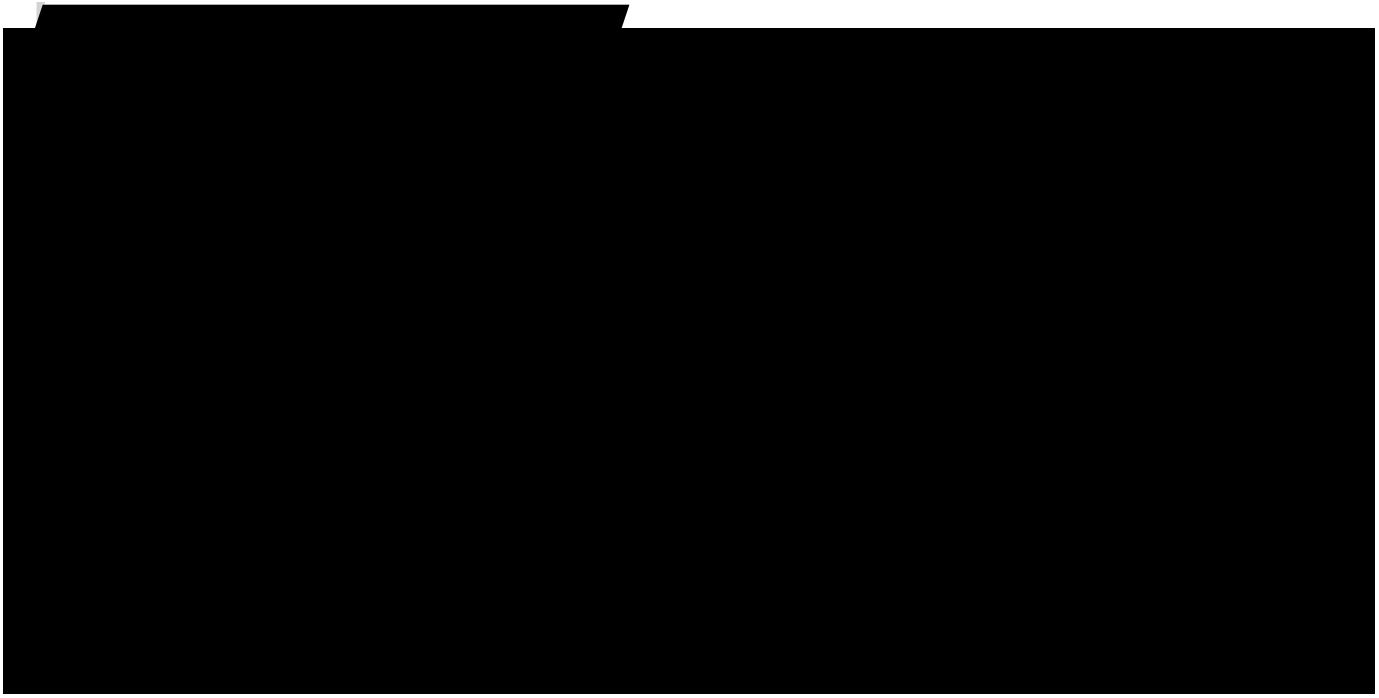
6.4.6 Construction and logistics plan

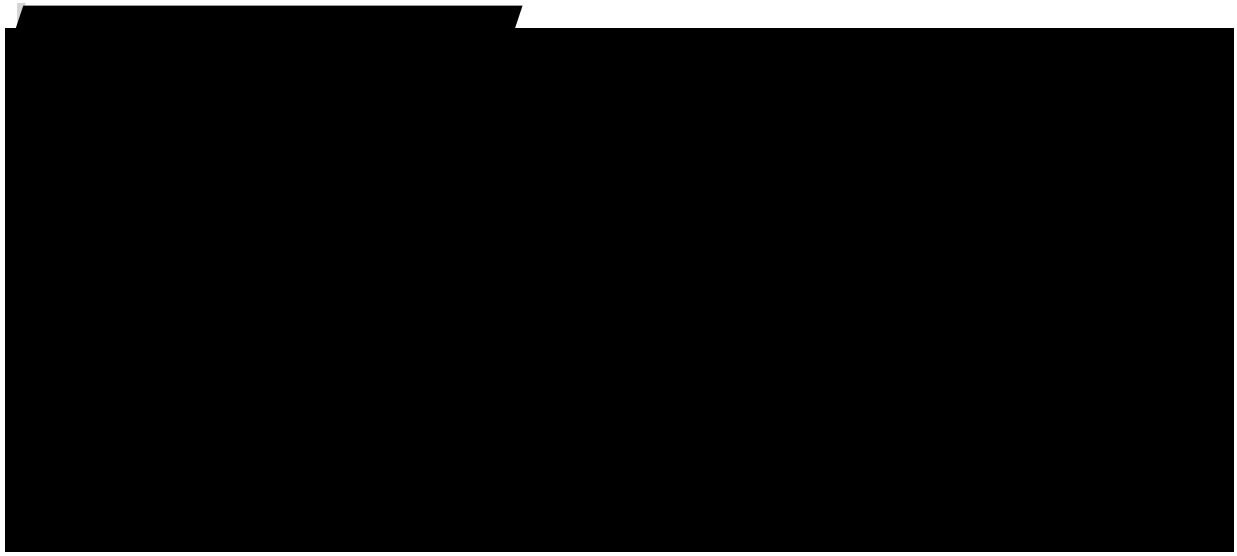
The construction and logistics plan leverages the extensive in-house experience of COSW parent companies RWE and National Grid in developing offshore wind farms and HVDC transmission systems to minimize delivery risks and costs for New York ratepayers. [redacted]

The sequencing of major deployment tasks [redacted] are described below. [redacted] The tasks are highly interdependent, and COSW will track each contract separately to continuously benchmark progress against the installation schedule.

6.4.6.1 Transport and installation procurement plan

COSW will pursue [redacted] the transport and installation (T&I) of all major components, with a focus on de-risking deployment and meeting the Project schedule. It is an additional priority to maximize economic benefits in New York, [redacted]





6.4.6.2 Marine terminal selection

WTG marshalling

[redacted]

Foundation marshalling

[redacted]

Cable and scour protection laydown

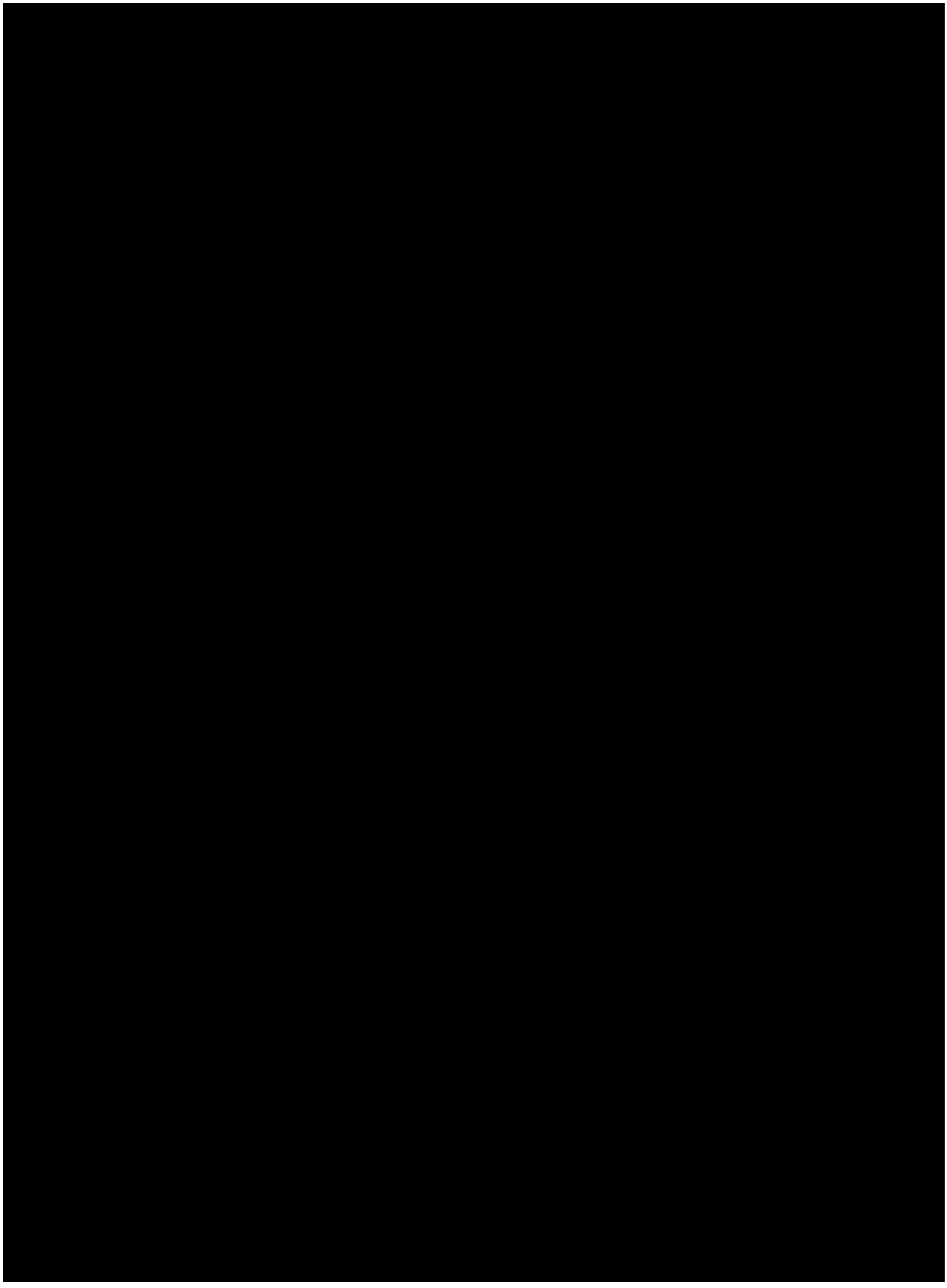
The cables and scour protection may need temporary laydown depending on the source and timing of the materials. [redacted]

6.4.6.3 Vessel plan

[redacted]

Table 6.4-6 Vessel plan

[redacted]



[redacted]

6.4.6.4 Installation and commissioning plan

Scour protection

One of the first major activities to construct the offshore wind farm will be to install scour protection at each of the wind turbine locations. Scour protection is typically installed in a two-step process with the filter layer installed prior to installation of the wind turbine foundation (if feasible under installation restrictions of the Merchant Marine "Jones Act") and the armor layer installed after the foundation is in place. Both layers will likely be installed using a fall pipe vessel. A pre-installation survey to assess the seabed level, and a post-installation survey to confirm proper installation will be conducted.

Wind turbine foundations

[redacted]

During the installation, COSW will minimize the ecological impact [redacted]

- [redacted]

COSW will also consider using other noise mitigation measures [redacted] to further reduce the noise level (see Environmental Mitigation Plan).

[redacted]

Inter-array cables

After deploying the wind turbine foundations, the next step is installing the inter-array cables. [redacted]

- [redacted]
- [redacted]
- [redacted]
- [redacted]

[redacted]

Wind turbine generators

After the wind turbine foundations and inter-array cables are installed, COSW will install the wind turbine generators.

[redacted]

[redacted]

Offshore converter station and mesh facilities

[redacted]

The OCP [redacted] will be installed in a two-step process and then commissioned, as described below. [redacted]

[redacted]

Export cables

[redacted] The export cable installation approach includes four main steps:

[redacted]

Onshore landfall and cable routing

For the interconnection between the offshore HVDC export cables and the onshore HVDC export cables, COSW will use HDD to minimize cable exposure due to storms or seabed movements. [redacted]

The onshore cable routing is the next step after the onshore landfall process is completed. The installation method follows a four-step process: route planning, permitting, installation, and testing and commissioning. [redacted]

Onshore converter station

Equipment and materials will be transported to the onshore converter site. [redacted]

The approach for deploying the onshore converter station follows three steps:

[redacted]

6.4.7 Operations and maintenance plan

6.4.7.1 Experience

COSW will rely on the capabilities and the expertise of its two parent companies in operating and maintaining the wind farm and transmission systems. RWE's large portfolio of offshore assets sets COSW apart from peer operators. The portfolio, both developed and acquired, has a total runtime of 110 years, and the operations group has extensive experience in operations over the past 20 years.

RWE has a track record of delivering [redacted] availability from its offshore wind farms. [redacted]

RWE recently participated in the eighth annual offshore wind operations and maintenance benchmarking process run by a leading industry consultancy. [redacted]

[redacted]

National Grid brings extensive experience in operating subsea interconnectors. National Grid is the world's leading developer and operator of interconnectors, having put its first asset, the Interconnexion France-Angleterre (IFA), into operation in 1986. [redacted]

6.4.7.2 Operating constraints

The operating constraints that will be experienced by COSW and others in the development area are mainly related to technical factors concerning the WTG as defined by the OEMs along with a maintenance plan addressed in Section 6.4.7.4. Additional considerations include wind and weather conditions (predominantly wave height), and health, safety, and environment. These constraints have been conservatively accounted for in the availability estimates and the annual energy production assessment.

Wind and weather conditions

During much of the operating year, the operations team will be equipped to access the WTGs for fault-finding and scheduled maintenance without issue. COSW will utilize RWE's experienced internal marine team to specify and charter a highly capable vessel and daughter craft that ensure maximized site access and quick response time to a faulted turbine. [redacted] A jack up vessel can safely work all year-round, considering that operating time frames are reduced during some weather conditions, as the crane would not be able to operate in high winds.

Health, safety, and environment

All RWE sites are responsible for creating an Emergency Response Plan (ERP) and updating that ERP regularly to ensure it is current and represents any changes to the site, industry, or emergency protocols. The ERP for COSW will include protocols for emergency situations, environmental incidents, weather activity, and security risks at the Port, on Vessel(s), and on generating assets. The ERP covers the response process, information gathering, and contact both internally and externally to support the appropriate response.

In addition, the COSW team and on-site OEM and contractor technicians will be required to participate in response drills to validate the ERP and maintain skills. These drills will be planned and could require downtime of one turbine (in the event of a high rescue drill or similar) or passive use of the offshore converter platform for helicopter lift drills. This is typically done on low wind days and thus limits the loss in production. Emergency response drills are coordinated with local first responder teams and marine rescue authorities to ensure that in the event of an emergency, the rescue teams can respond quickly.

COSW recognizes the unique opportunity of leading the development, construction, and long-term operation of offshore wind in the United States. COSW is committed to providing the highest level of safety through compliance and collaboration with all parties involved. For more details on the approach to health, safety, and environment, refer to Section 6.5 and Section 8.2.

6.4.7.3 Operations and maintenance concept

COSW has developed a site-specific operations and maintenance concept that leverages demonstrated best practices, adopted from across RWE's offshore wind farm portfolio and the wider offshore wind industry. The core of this proposal is the following split of responsibilities:

[redacted]

Operations and maintenance facilities

[redacted]

Operations and maintenance control center

The main operations and maintenance control center will be with the operations and maintenance facility. This accommodates 24/7 operations, including the planning and coordination of maintenance activities, SCADA equipment monitoring the wind turbine generators and offshore converter platform, and real-time communication with NYISO. As a global leader, RWE has developed sophisticated models to plan staffing in the event of illness, re-certification, unplanned leave to limit the risk of understaffing in the facility. [redacted]

Logistics

WTG and balance of plant logistical support for day-to-day offshore operations will be arranged by COSW with a SOV. [redacted] The ship will provide accommodation for the technicians and engineers working offshore on the WTGs and balance of plant. [redacted]

The built-for-purpose vessel at COSW will be specified by the in-house RWE Marine and Logistics Team in conjunction with the operations and maintenance implementation manager and OEM service representative. The SOV will be used as the platform to perform all operations and maintenance activities. The SOV will also have its own daughter craft, similar to crew transfer vessel. These will be deployable from the ship for a rapid response in calm weather for minor corrective actions.

COSW understands the challenges vessel procurement has created for other US projects. [redacted] COSW acknowledges that the availability of large jack-up vessels to support major component exchanges in the US market is currently low. In the event of failure of a major component, such as a gearbox or blade, a specialized vessel will be needed to perform the exchange. [redacted]

6.4.7.4 Maintenance and outage requirements

The COSW operations and management plan seeks to limit turbine downtime to maximize operation of the wind farm, [redacted] The planned outage requirements in Table 6.4-7 are a combination of OEM specifications supplemented with internal data from RWE's 19 operational offshore wind farms. This table represents a summary of the outage frequency and duration, details for each follow.

Table 6.4-7 Planned outage requirements

[redacted]

Planned outages will be scheduled during periods with lower forecast production, such as during the summer season. These will be coordinated with NYISO to limit the impact on the generated output and the grid. [redacted]

Wind turbine generator maintenance and outages

The planned maintenance schedule will require individual WTG outages [redacted] By their nature, these activities are planned maintenance and will be coordinated to occur during times of low production potential, or during times when the wind farm is curtailed. [redacted] This coordination can ensure that the regular maintenance of individual wind turbines to achieve high day-to-day reliability will have limited or negligible impact on the overall production of the wind farm.

[redacted]

The operations and maintenance team currently plans to utilize the SOV for continuous 24-hour work year-round. For breakdowns and residual services, the 24-hour work schedule will allow for quick response to faults. [redacted]

[redacted]

[redacted]

Balance of plant maintenance

Balance of plant maintenance will include foundation maintenance and inspections, and subsea structural and cable integrity inspections. [redacted] COSW is proactively identifying ways to ensure that training programs can be put in place to certify high-voltage and other specialty contractors that already exist in New York to be authorized to work on offshore equipment.

Blade maintenance

[redacted] wind turbine blades will be assessed for structural and coating integrity [redacted]

Offshore converter platform maintenance

COSW is planning for overhauls of the transmission equipment [redacted] COSW plans these in conjunction with low-wind periods to ensure minimum outages. [redacted]

[redacted]

[redacted]

Transmission system maintenance

Drawing on decades of National Grid's experience in keeping electric grids up and running throughout the world, COSW will operate a [redacted] redundancy strategy [redacted]

[redacted]

The operations and maintenance team has identified the replacement of parts [redacted] as an important transmission constraint. [redacted]

The design plans for the offshore cable and installation procedures aim to ensure that no regular maintenance is required for the Project's lifetime and that downtime is minimized in the event of failure. COSW will rely on its parent companies' deep global network of offshore repair vessels in the situation where one is needed.

6.5 Quality, Health, and Safety

NYSERDA 2024 Offshore Wind Solicitation ORECRFP24-1

September 9, 2024

6.5 Quality, Health, and Safety

1 Table of contents

2 List of tables

3 List of figures

4 List of attachments

[redacted]

[redacted]

Attachment 6.5-3 HSE Policy

[redacted]

[redacted]

List of acronyms and abbreviations

Abbreviation	Explanation
COSW	Community Offshore Wind
FID	Final Investment Decision
GWO	Global Wind Organization
HAZID	Hazard identification
HSE	Health, Safety, and Environment
ITT	Invitation to tender
JV	Joint venture
KPI	Key performance indicator
MITP	Master Inspection and Test Plan
MS	Management System
NC	Non-Conformance
NCR	Non-Conformity Report
NERC CIP	NERC Critical Infrastructure Protection
OCRP	Offshore Wind Compliance Recommended Practices
PPE	Personal Protective Equipment
QA	Quality Assurance
QC	Quality Control
QM	Quality Manager
[redacted]	[redacted]
QP	Quality Planning
[redacted]	[redacted]
SI	Site Investigation
[redacted]	[redacted]
SSoW	Safe System of Work
TC	Technical contracting
WTG	Wind turbine generator

NYSERDA solicitation requirements

Our quality, health, and safety section addresses each requirement described in NYSERDA's fifth solicitation for offshore wind energy (ORECRFP24-1).

Table 6.5-1 Solicitation requirements

Solicitation requirement	Section
Description and status of contractual requirements for Major Suppliers and other third-party services to adhere to Quality, Health, and Safety standards	6.5.2.2, 6.5.3
Demonstration of loss prevention through risk observation, near miss, and incident reporting and tracking systems	6.5.3.6
Disclosure of any Health/Safety Convictions and any Health/Safety Enforcement Notice(s) in the past 10 years	6.5.3.9
Examples of the Project Team's safety and security policies or best practices to be implemented through all project phases (e.g., ritual pre-job safety meetings, Stop the Job or Stop Work Authority policies, basic injury prevention, IT and Cyber Security measures, fatigue management, site access requirements, etc.) and the degree to which Major Suppliers and any Contractor or supplier of the Project are expected to be trained in and adhere to Project Team best practices	6.5.3
A high level hazard analysis and risk controls matrix identifying the severest hazards to Project quality and security and human health and safety, and the mitigative measures to be taken to reduce both the likelihood or severity those hazards	6.5.3.8

6.5.1 Summary

The Community Offshore Wind (COSW) culture of quality, health, and safety is driven by Project Leadership and based on the practices, protocols, and commitments made by its ultimate parent companies RWE and National Grid. [redacted]

- [redacted]
- **COSW is dedicated to fostering a caring HSE culture** in all activities to prevent harm to people, assets, local environment, and the broader planet and society. Our commitments to HSE are outlined in our HSE Policy detailed in Attachment 6.5-3.
- [redacted] ensuring a safe and secure work environment, focusing on effective risk management and continuous improvement.
- **COSW requires its contractors to have the same HSE philosophy** and dedication. Each contractor must adopt, implement and enforce rules and practices necessary for safe and environmentally responsible work activities. COSW details these requirements in its HSE Requirements for Contractors (Attachment 6.5-5).

There are no Health/Safety Convictions or Enforcement Notices (as defined by this solicitation) in the last ten years for COSW, nor for any offshore wind projects of RWE globally or for NGV globally.

6.5.2 Quality

[redacted]

6.5.2.1 Management process

[redacted]

- **Quality Planning (QP)**, including appointing a responsible Quality Manager (QM), creation of a Project Quality Plan, management of quality resources, and budget and risk assessment.
- **Quality Assurance (QA)** activities, including supply chain activities for validation; audit, development, or qualification of suppliers and their sub-suppliers through review and validation of their quality management processes and products or services; and negotiations of quality requirements for contracts.

- **Quality Control (QC)** activities, including inspections and nonconformity management and execution of contractual requirements relating to goods and services procured.

The systematic approach outlined ensures that quality management activities are linked to the level of risk, optimizing allocation of quality management resources, lessons learned, investigations, and continuous improvement. The benefits of adopting a systematic and consistent approach to quality management include:

- Mitigating technical risks during an asset's life cycle
- Allowing to focus resources where they will deliver the biggest benefit
- Early identification of supplier risk, reducing the impact on Project cost and schedule through an increased chance of successful mitigation
- Improved consistency between projects facilitating continuous improvement
- Systematic management QA/QC, which improves contract management (claims) and negotiation over time
- Supporting supplier development to improve its own performance to the benefit of COSW

Actual quality data for COSW cannot be provided at this stage as the Project has not progressed far enough to warrant the processes described. These processes will be implemented closer to the Final Investment Decision (FID), except for supplier evaluation, which will take place during invitation to tender (ITT).

6.5.2.2 Defining supplier requirements

In order to set up the tender documents, technical contracting (TC) will ask the QM to provide the general quality requirements. Once the potential supplier provides comments on the input, the QM will be responsible to review and answer these. The QM will provide input for negotiation and support the negotiation on quality-related topics. After negotiation, the quality requirements form part of the contractual documents and are binding for both parties of the contract.

6.5.2.3 Risk assessment

The COSW Quality team follows a risk-based approach. To plan quality activities, the Quality team will evaluate the risks associated with the asset. The risk assessment will be focused on technical risks related to the supplier and the asset and divided into four key risk assessment groups: (1) Strategic, (2) Technology, (3) Program, and (4) Supplier. [redacted]

6.5.2.4 Assurance

The aim of Quality Assurance is to follow a standardized process across projects to ensure that suppliers meet quality requirements. The QM will decide based on available supplier data if a quality risk assessment is needed. If the request for Quality Assurance is based on bad performance of a supplier or component, then the risk assessment is mandatory. If the risk assessment indicates that an audit is reasonable, then it will be conducted by the Quality team, in accordance with the Internal Quality Audit Procedure. An Audit Report and potential Non-Conformity Report (NCR) for detected

deviations will be created and submitted to respective stakeholders. The outcome will then be managed and recorded into COSW's Quality Database. This database ensures there is no loss of data on suppliers or components and will be used by the global Quality team to prevent audit duplication.

6.5.2.5 Control

The Quality Control process is started by the Project through planned Audits or Inspections as agreed in the Project Master Inspection and Test Plan (MITP). To perform quality control activities, the QM may source specialist inspectors depending on the needs of the Project, which may come from COSW staff resource or contractors. Before any COSW planned activity will be performed at the supplier's site, COSW will notify the supplier. To perform the planned activity (Audit or Inspection), COSW will review different documentation beforehand. This could be documentation provided by the supplier like technical documentation, or documentation like contracts, check lists, or previous audit data. Once COSW has performed the activity, COSW will decide if the requirements were fulfilled and therefore the performed activity was satisfied. In case of a successful activity with no Non-Conformances or other detected open point, the process closes with a respective report of the performed activity. If the activity was not satisfactory and deviations from the agreed requirements were detected (Non-Conformances), COSW will follow the NCR and Concession process. [redacted]

The non-conformity reporting and tracking of open points is under the responsibility of the appointed Quality representative, which includes follow up and closure of any open point and Non-Conformance.

6.5.3 Health, Safety, and Environment

COSW is committed to workplace health, safety, and environmental protection through its SMS, which focuses on people, assets, and the environment. The SMS includes an HSE policy (see Attachment 6.5-3), clear roles and responsibilities, a culture of care, and emphasis on wellbeing, sustainability, and security (see Figure 6.5-1). In its planning, the organization identifies risks and opportunities, ensures legal compliance, and sets goals to improve the system and HSE performance. It also allocates resources for system development, covering competence and awareness, HSE communications, critical information processes, and documentation management. We have highlighted a number of aspects from our Safety Management System in the subsections below.

Contractors are expected to align with our HSE approach and to establish rules and practices necessary for the safe and environmentally responsible performance of their work activities. [redacted]

Figure 6.5-1 Overview of Safety Management System

6.5.3.1 We Care program and our culture of care

The We Care program is an integral part of the Project throughout the Project lifecycle. The Project uses the We Care program to promote positive behavior via We Care recognition programs. We Care imagery is prominently displayed and We Care Boards established in offices, site locations, and canteens etc.

6.5.3.2 Planning

[redacted]

Risk Management Plan

Effective risk management is crucial for the success of our Project, as it proactively identifies, evaluates, and mitigates potential risks that could impact quality, health, and safety outcomes. By systematically addressing these risks, the Project ensures that potential issues are managed before they escalate, thereby safeguarding Project objectives, enhancing team safety, and maintaining high standards. This approach not only helps in achieving Project goals, but also fosters a culture of preparedness and resilience, ultimately contributing to the Project's overall success and sustainability.

[redacted]

Project Risk HSE Register

At the Project's start, COSW identified a number of HSE risks. These risks have been integrated with the overall Project Risk Register (see Section 6.6). This dynamic document is reviewed periodically as the Project progresses. Clear hazard identification processes cover personnel, public safety, environmental impacts, and facilities. [redacted]

6.5.3.3 IT and cybersecurity measures

[redacted]

[redacted]

6.5.3.4 Competence and awareness

The Project has established minimum training requirements for both technical and HSE training. The Project team has defined general HSE competencies and will further define specific training needs for various work activities, roles, responsibilities, procedure compliance, and authorizations. COSW has set specific HSE training requirements for personnel working on and visiting offshore projects, including onshore areas. These minimum training requirements encompass all aspects of work, both onshore and offshore. For example, offshore workers are required to complete the Global Wind Organization (GWO) Basic Safety Training.

HSE onboarding for major suppliers and contractors

To effectively onboard major suppliers and contractors, the strategy involves several key steps:

- **Pre-Induction Preparation**: Review Project documentation and establish selection criteria.
- **Initial Engagement**: Provide a welcome package and conduct a meeting to outline Project goals and compliance requirements.
- **Training**: Deliver mandatory HSE and Project-specific training to ensure understanding of safety procedures and operational protocols.
- **Documentation**: Collect and verify required documents, including insurance certificates and safety records.
- **On-Site Induction**: When applicable, familiarize suppliers with the Project environment through on-site inductions.
- **Ongoing Support**: Designated liaisons facilitate continuous communication and support.
- **Performance Reviews**: Implement regular performance reviews and a feedback mechanism to ensure compliance and drive continuous improvement.
- **Updates**: Periodically update training and induction procedures as necessary.

This approach ensures that major suppliers and contractors are well-prepared, compliant, and aligned with Project requirements and safety standards.

HSE onboarding for new workforce

When integrating new workforce into the Project, effective engagement in HSE practices is crucial. This involves providing comprehensive HSE induction training that covers Project-specific risks, safety

procedures, and environmental protocols. New workers are introduced to the Project's safety culture through hands-on orientations and clear communication of HSE expectations. Regular updates, open channels for questions, and continuous reinforcement of safety practices ensures that they are well-informed and actively engaged in maintaining a safe and compliant work environment. This process follows established methods from previous offshore and onshore wind projects.

6.5.3.5 Communication

The Project has established a Communications Plan which includes HSE communications. The plan details all aspects of communication including internal and external meetings, methods of communication for offshore working, means of communicating during an emergency with internal and external stakeholders, and chain of command.

Ritual pre-job safety meetings

Consultation and engagement meetings are led by the Project Lead/Senior Project Manager or Deputy. The Project documents meeting minutes and develops an action plan to track progress of issues raised. Where a Project is divided into packages, appropriate consultation with package managers takes place in addition to Project level consultations to ensure sufficient levels of engagement and consultation. HSE is the first standard agenda item on all Project meetings under the title of 'We Care'.

HSE Critical Information

The Project follows the Offshore Wind HSE Critical Information Process. This procedure details how and when safety critical information such as Safety Information Notices, Safety Alerts, and Lessons Learned must be communicated (see Figure 6.5-2).

Figure 6.5-2 Overview of HSE Critical Information Process

6.5.3.6 Performance evaluation

HSE audits and inspections are essential as they allow projects to take an in-depth look at potential hazards and risks that employees and contractors may be exposed to. In addition, they are effective in determining what preventive measures need to be taken to reinforce safety. COSW will establish a schedule for HSE audits, inspections, and "Go, See and Engage" walks, as is standard across projects in RWE Offshore Wind's portfolio.

Contractor performance, audits, and inspections

At regular intervals throughout the contract, determined by the contract duration and associated risk profile, the HSE Project Manager will hold meetings to review the contractor's HSE performance against a set of pre-defined key performance indicators (KPIs). The HSE Project Manager and contractor will discuss and agree upon these KPIs during the Inaugural Meeting, with all parties signing off on them. The HSE Project Manager will treat the HSE requirements in the contract as a live document, using its content as a focal point for these meetings. If used correctly, this approach will benefit both parties and drive continual improvement throughout the contract stages. The HSE Project Manager will formally record and document the meeting outputs, track actions locally, and keep records for future reference during the contract close-out meeting.

The contractor will perform audits, reviews, and inspections on the site as required by the contractor's HSE management system or as requested by COSW. Audits performed by the contractor will verify that all legal obligations, conditions, and stipulations of relevant licenses, consents, and permits, as well as the employer's internal policies and procedures, are in compliance.

Management performance review

Management review allows the Project to make informed decisions using the Key Performance Indicators driven by their management system, identify opportunities for improvement and review, and manage business risks. [redacted]

6.5.3.7 Improvement

COSW uses an incident management directive outlining the procedure for reporting, notifying, and investigating HSE-relevant incidents, near misses, and observations. The goal is to understand the causes of incidents and take the necessary preventive and corrective measures to prevent reoccurrence. Incident Reporting involves capturing, recording, and managing occurrences such as injuries, property damage, environmental damage, or security incidents. Effective incident management is critical for Project success, and the Project must be prepared to handle incidents efficiently and effectively.

The Project is currently developing a procedure for Incident Management covering health, safety, environmental, and security incidents. This procedure must detail how incidents will be managed, including roles and responsibilities, communication methods, escalation processes, emergency services interface, rescue, and recovery arrangements. The procedure will define responsibilities for employees, business partners, and contractors, ensuring prompt emergency notification and response. The procedure must specify frequencies for simulations and drills, including external

communications and involvement. It will also include training requirements for personnel, contractors, emergency services, and visitor arrangements.

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

Incident Investigation

COSW mandates the investigation of incidents, near misses and observations. Depending on the actual and potential severity of the incident, near miss, or observation. Incident investigations may be conducted internally, externally, or jointly with the relevant contractors. The investigation team investigates the incident, near miss, or observation adequately in line with its classification and complexity.

Continuous improvement and lessons learned

The Project uses a process for Continuous Improvement and lessons learned through the life cycle of the Project from development, planning, construction, and commissioning to hand over to operations. The lessons learned are shared with other Project teams to ensure that any learnings are identified at an early stage.

6.5.3.8 High-level hazard analysis and risk controls

High-level hazard analysis and risk controls involve identifying potential hazards and implementing strategic measures to mitigate risks, ensuring a safer and more effective operational environment.

Table 6.5-2 High level hazard analysis and risk controls

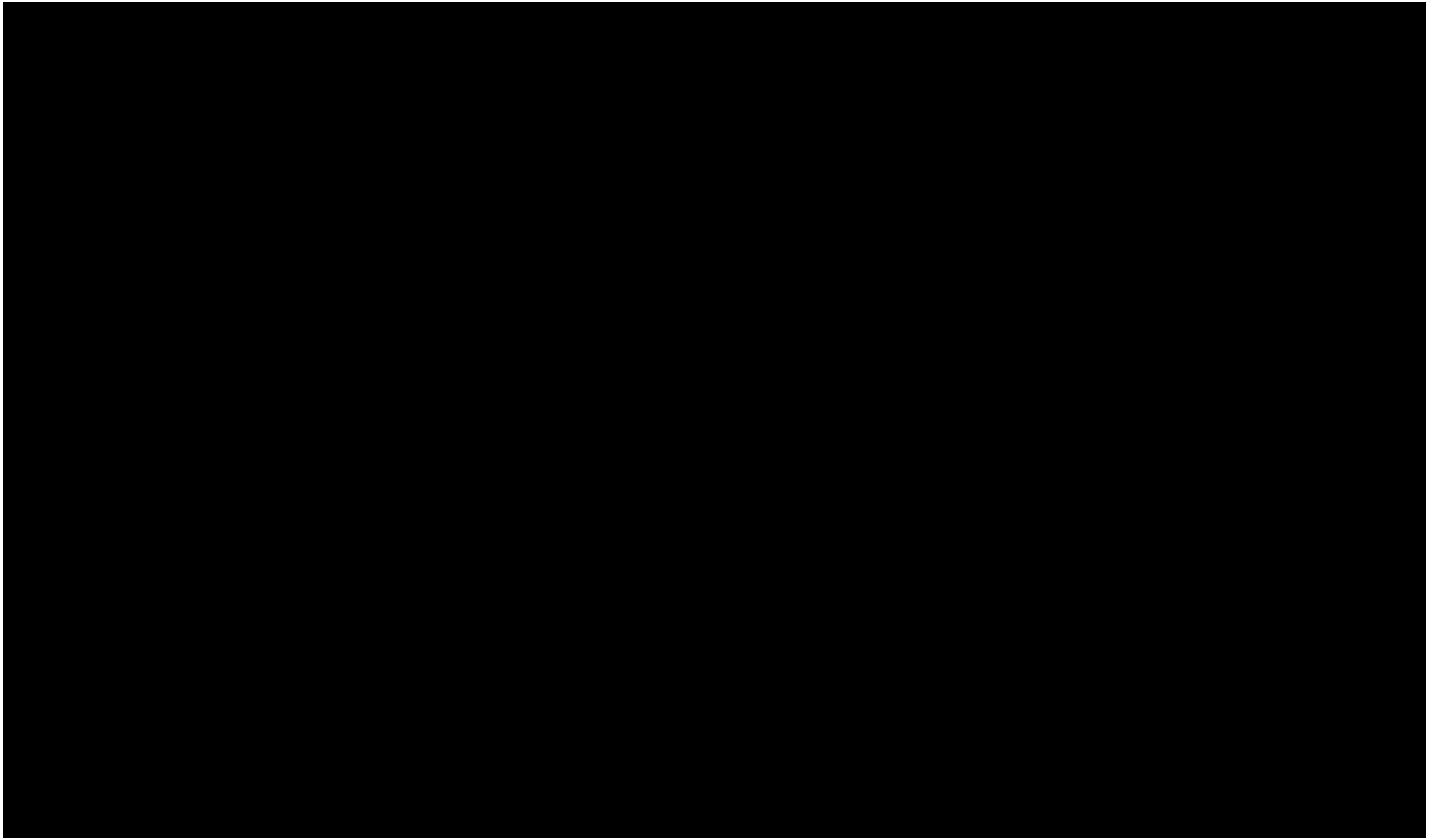


Table 6.5-2 High level hazard analysis and risk controls

6.5.3.9 Disclosure of Health/Safety Convictions and Health/Safety Enforcement Notice(s)

There are no Health/Safety Convictions or Enforcement Notices as defined by this solicitation in the last ten years for COSW. The scope of work to date for COSW is essentially Site Investigation (SI) work (i.e. Geophysical/Geotechnical, Benthic, and 3D seismic). There are multiple contractors and vessels involved. This work commenced approximately two years ago with zero Health/Safety Convictions or Enforcement Notices to date. Furthermore, the same holds true for COSW's direct parent companies. There are no Health/Safety Convictions or Enforcement Notices to be disclosed for RWE's offshore wind projects globally nor for NGV globally.

6.6 Project Risk Register

NYSERDA 2024 Offshore Wind Solicitation ORECRFP24-1

September 9, 2024

6.6 Project Risk Register

1 Table of contents

2 List of tables

3 List of figures

4 List of attachments

Attachment 6.6-1 Project risk register

List of acronyms and abbreviations

Abbreviation	Explanation
[redacted]	[redacted]
COSW	Community Offshore Wind

NYSERDA solicitation requirements

Our project risk register addresses each requirement described in NYSERDA's fifth solicitation for offshore wind energy (ORECRFP24-1).

Table 6.6-1 Solicitation requirements

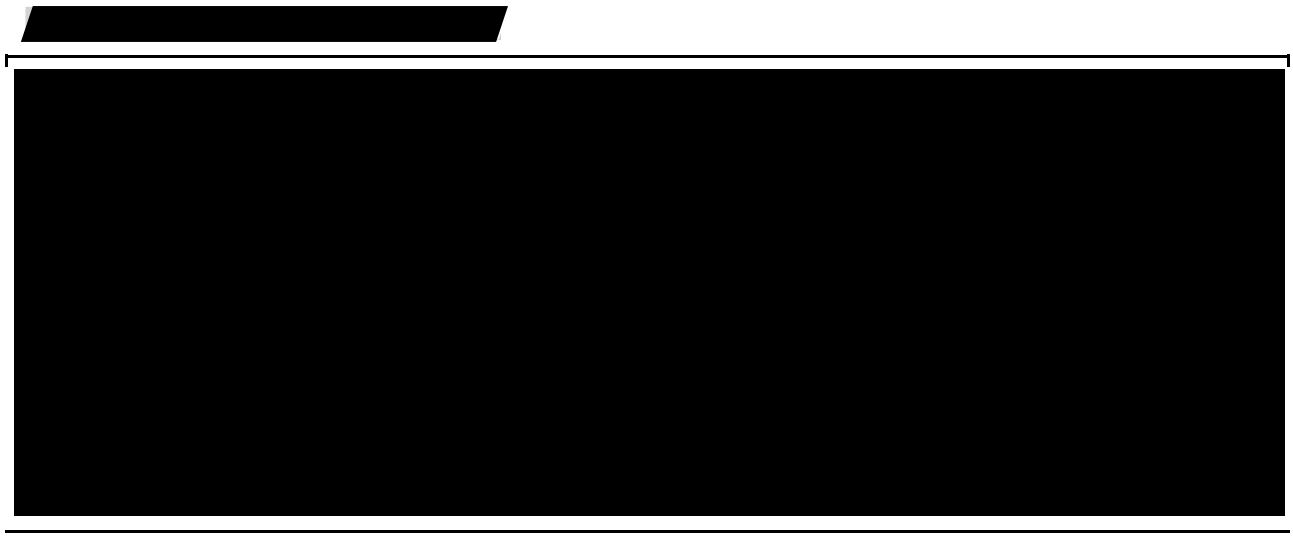
Solicitation requirement	Section
A Project Risk Register that identifies a minimum of 30 significant risks to realizing the successful development and operation of the Project. This must include the provision of any significant infrastructure outside the remit of the Project on which the Project depends. For example, a new point of interconnection	Attach. 6.6-1
Project risk register should include identification and treatment of the risks associated with permitting, engineering, procuring equipment, construction, operations, maintenance, health, safety, security, or any other risks associated with the Project	Attach. 6.6-1
Each sheet should correspond to the key Project phases: Development, Construction and Installation, Operations and Maintenance, and Decommissioning	Attach. 6.6-1
For each sheet, the spreadsheet rows each correspond to one specific risk associated with permitting, engineering, procuring equipment for, constructing, servicing and operating the project	Attach. 6.6-1
For each sheet, the separate spreadsheet columns should: a. Describe each risk in detail. b. Provide an assessment of the likelihood of occurrence and impact on, or consequences for, the project schedule and/or cost of each potential risk, preferably in a combined risk score, describe the various scenarios under which the risk may occur and the likelihood of occurrence (low, medium, high) c. Describe the severity of impact to project quality or personnel health and safety if the risk were to occur (low, medium, high) Proposers should consider the worst-case scenario. Each potential impact can be related to but not limited to the proposers, their collaborations, permitting, finance, technology, construction, operations, including project quality, security, health or safety risk, and energy yield. d. Identify the risk treatment or risk mitigation measures to be applied. Measures taken to address the risk either reduce the likelihood of occurrence (avoid the risk) or reduce the severity of impact (through mitigation, insurance, and/or protection) e. Describe how each proposed risk treatment will be implemented and enforced, including the status of implementation where applicable, and assess the effectiveness of proposed risk reduction strategies and re-score the perceived risk (low, medium, high)	Attach. 6.6-1

6.6.1 Summary

[redacted]

[redacted]

[redacted]



[redacted]

6.6.3 Risk register

[redacted]

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Attachment 6.1-1

Project Experience

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6.1-1 Project Experience

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Attachment 6.1-2

Key Employees' Resumes

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6.1-2 Key Employees' Resumes

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Attachment 6.1-3

COSW Officers

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6.1-3 COSW Officers

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6.3-1 RWE and National Grid US renewable projects financed

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Attachment 6.3-2

Annual report 2021 RWE

[redacted]

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6.3-2 Annual report 2021 RWE

https://www.rwe.com/-/media/RWE/documents/05-investor-relations/finanzkalendar-und-veroeffentlichungen/2021-GJ/2022-03-15-rwe-annual-report-2021.pdf?sc_lang=en

NYSERDA 2024 OFFSHORE WIND SOLICITATION ORECRFP24-1

Attachment 6.3-3

[redacted]

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6.3-3 Annual report 2022 RWE

https://www.rwe.com/-/media/RWE/documents/05-investor-relations/finanzkalendar-und-veroeffentlichungen/2022-GJ/2023-03-21-rwe-annual-report-2022.pdf

NYSERDA 2024 OFFSHORE WIND SOLICITATION ORECRFP24-1

Attachment 6.3-4

[redacted]

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6.3-4 Annual report 2023 RWE

https://www.rwe.com/-/media/RWE/documents/05-investor-relations/finanzkalendar-und-veroeffentlichungen/2023-Q4/2024-03-14-rwe-annual-report-2023.pdf

NYSERDA 2024 OFFSHORE WIND SOLICITATION ORECRFP24-1

Attachment 6.3-5

[redacted] E AG

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6.3-5 Audited financial statements 2021 RWE AG

https://www.rwe.com/-/media/RWE/documents/05-investor-relations/finanzkalendar-und-veroeffentlichungen/2021-GJ/2022-03-15-financial-statements-of-rwe-ag-2021.pdf?sc_lang=en

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Attachment 6.3-6

[redacted] E AG

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6.3-6 Audited financial statements 2022 RWE AG

https://www.rwe.com/-/media/RWE/documents/05-investor-relations/finanzkalendar-und-veroeffentlichungen/2022-GJ/2023-03-21-financial-statements-of-rwe-ag-2022.pdf

NYSERDA 2024 OFFSHORE WIND SOLICITATION ORECRFP24-1

Attachment 6.3-7

[redacted]E AG

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6.3-7 Audited financial statements 2023 RWE AG

https://www.rwe.com/-/media/RWE/documents/05-investor-relations/finanzkalendar-und-veroeffentlichungen/2023-Q4/2024-03-14-financial-statements-of-rwe-ag-2023.pdf

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Attachment 6.3-8

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6.3-8 Fitch rating action commentary RWE AG 2024

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Attachment 6.3-9

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6.3-9 Moody credit opinion RWE AG 10-2023

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Attachment 6.3-10

[redacted]

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6.3-10 Annual report 2021/22 NG Plc

https://www.nationalgrid.com/document/146731/download

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Attachment 6.3-11

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6.3-11 Annual report 2022/23 NG Plc

https://www.nationalgrid.com/document/149711/download

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Attachment 6.3-12

[redacted]

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6.3-12 Annual report 2023/24 NG Plc

https://www.nationalgrid.com/document/152071/download

NYSERDA 2024 OFFSHORE WIND SOLICITATION ORECRFP24-1

Attachment 6.3-13

[redacted]NGNA

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6.3-13 Audited financial statements 2021/22 NGNA

https://www.nationalgrid.com/document/150841/download

NYSERDA 2024 OFFSHORE WIND SOLICITATION ORECRFP24-1

Attachment 6.3-14

[redacted]NGNA

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6.3-14 Audited financial statements 2022/23 NGNA

https://www.nationalgrid.com/document/149971/download

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Attachment 6.3-15

[redacted]NGNA

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6.3-15 Audited financial statements 2023/24 NGNA

https://www.nationalgrid.com/document/152541/download

NYSERDA 2024 OFFSHORE WIND SOLICITATION ORECRFP24-1

Attachment 6.3-16

[redacted]

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6.3-16 Moody credit opinion NGNA 09-2023

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Attachment 6.3-17

[redacted]

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6.3-17 [redacted]

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Attachment 6.3-18

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6.3-18 [redacted]

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Attachment 6.3-19

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6.3-19 [redacted]

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NYSERDA 2024 OFFSHORE WIND SOLICITATION ORECRFP24 -1

Attachment 6.4-1

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COMMUNITY offshore wind
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6.4-1 [redacted]

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NYSERDA 2024 OFFSHORE WIND SOLICITATION ORECRFP24 -1

Attachment 6.5-1

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COMMUNITY offshore wind
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6.5-1 [redacted]

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Attachment 6.5-2

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COMMUNITY offshore wind
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6.5-2 [redacted]

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NYSERDA 2024 OFFSHORE WIND SOLICITATION ORECRFP24 -1

Attachment 6.5-3

HSE Policy

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Community Offshore Wind

Health, Safety & Environmental Policy

Document Date:	March 21st , 2024
Document Number:	005138029
Revision:	01
Classification:	CONFIDENTIAL

Registered Office:
353 North Clark Street, 30th Floor
Chicago, IL 60654

Company:	Community Offshore Wind, LLC.	**Asset:**	Whole Asset
Project:	Community Offshore Wind	**Package:**	All
Document Title:	Health, Safety & Environmental Policy		
Document Number:	005138029-01	**Contractor Ref:**	N/A

The document Originator shall complete this Cover Sheet and may give guidance below on any actions required by the recipient(s). The document Checker and Approver must not be the same person. The Document Author and Approver must not be the same person. The Approver must not be less senior than the Author.

01	21 Mar 2024	First Release	G. Becker-Birck	J. Donnelly	COSW JV Board
Revision	**Date**	**Status/Reason for Issue**	**Author**	**Checker**	**Approver**

Table of Contents

1. COSW HSE POLICY

Community Offshore Wind LLC (COSW) is committed to providing a safe and healthy environment for all of those involved in the development and construction of our Project. We recognise that the success of the Project will be dependent upon the combined efforts and contributions of many parties.

To create and preserve a safe and healthy environment, we believe that no harm should come to people, and impacts to natural resources and the environment should be avoided or minimized with appropriate design and mitigation measures. We recognize that our team members, contractors and their subcontractors have the right to a safe workplace and safe and healthy working conditions during development, construction, operation and decommissioning of all COSW Projects.

We also recognise that to achieve a safe workplace and to carry out activities in a safe manner, the combined effort of all parties involved with the Project should be considered.

We as COSW management will therefore make health, safety and environmental (HSE) protection integral to everything we do by ensuring that HSE is a primary focus. We will promote a positive HSE culture across our supply chain, by empowering and enabling our teams and contractors and their subcontractors to work in a manner which keeps them safe from harm and appropriately avoids and minimizes impacts to natural resources and the environment.

In particular the COSW project will:

- Support any and all measures necessary to maintain working conditions to maximize the health and safety of our employees, contractors, and the wider environment.
- Monitor work-related activities for the well-being of our employees, contractors, and relevant third parties.
- Promote awareness of, and provide education in health-related subjects.
- Require contractors and their subcontractors to take necessary measures to prevent work-related injuries, and require contractors and their subcontractors to monitor compliance to ensure that measures are being undertaken.
- Require contractors and their subcontractors to implement “safe by design” principles to ensure designs are considered from a constructability and operability standpoint to prevent harm to people and to avoid or minimize impacts to natural resources and the environment.
- Select competent assessed contractors to undertake activities on our behalf.
- Ensure that our team members are trained and require that selected contractors identify any potential risks to personal safety from the activities to be undertaken.
- Grant our all team members, contractors and personnel the authority to stop work or suspend their duties and reevaluate their safety should they perceive any potential risks.
- Ensure that all team members work productively to conserve our environment.

- Work with contractors to ensure that suitable planning and control measures are implemented so that every effort is made to avoid or minimize impacts to the natural resources and the environment, such as to marine species or involving pollution or contamination.

2. EXPECTATIONS

We as COSW expect our Project Team Members to:

- Reinforce our HSE culture by demonstrating commitment to HSE policies and procedures on a daily basis;
- Focus on prevention of harm in planning the project activities and when considering designs;
- Report any incidents that occur and ensure proper investigation to identify causes and apply corrective and preventative measures;
- Share best practices and lessons learned;
- Provide feedback to and recognize team members and contractor employees who positively contribute to reducing and managing HSE risks.

Individuals working on the Project are expected to:

- Take care of themselves and others when working and take precautions to prevent harm to the environment;
- Stop work if there is a potential for harm to occur to themselves or others or the environment;
- Report these occurrences to a responsible person so the task can be reevaluated, corrected as needed and continue without potential for harm;
- Take responsibility for their personal safety and follow the agreed safe systems of work, and comply with all regulatory requirements to ensure compliance;
- Inform management of unsafe conditions and hazards;
- Provide feedback on improving HSE measures to help COSW deliver a successful, harm free Project.

3. COSW ENVIRONMENTAL PRACTICES

We Comply and Require Our Contractors to Comply With Environmental Laws And Regulations. Team members must carry out all business operations in strict compliance with applicable environmental laws and regulations, as well as the COSW's own environmental policies and procedures. We require our contractors and their subcontractors to ensure that they do the same for all activities related to the COSW Project.

We Work Towards Environmentally Sustainable Business Practices. In pursuing investments and promoting transactions, the Project gives careful consideration to the environmental impact of our activities on local communities and ecosystems. We actively promote the efficient use and re-use of natural resources and energy, while attempting to minimize the environmental impact of our operations. We also promote the recycling of waste materials generated in our business operations and the reduction of energy and paper consumption within our corporate offices, attempting to reduce the amount of waste materials that we generate through the use of common sense and the introduction of new techniques for the efficient utilization of resources. We always seek ways to improve the Project's environmental management system and strive to work with suppliers and invest in companies that abide by similar standards of operation.

The COSW Board will ensure that they review the Project HSE performance on a regular basis, provide feedback to the Project teams and where applicable, work with teams to constantly strive for zero harm in the successful delivery of our Project.

The Project will work to ensure that all of the activities directly or indirectly carried out in the name of the Project, will be in compliance with all local, state, and Federal HSE laws and regulations.

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Attachment 6.5-4

Public Version

COMMUNITY offshore wind
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Attachment 6.5-5

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