

NYSERDA 2023 OFFSHORE WIND SOLICITATION ORECRFP23-1

Project Development Plan

Public Version

Community Offshore Wind LLC

Lease OCS-A 0539



Table of Contents

Narrative

- 6.1 Project Team
- 6.2 Permitting Plan
- 6.3 Financing Plan
- 6.4 Equipment, Development, and Logistics Plan
- 6.5 Quality, Health, and Safety
- 6.6 Project Risk Register

Appendix

- 6.1-1 [Redacted]
- 6.1-2 [Redacted]
- 6.1-3 [Redacted]
- 6.3-1 Annual report 2020 RWE AG
- 6.3-2 Annual report 2021 RWE AG
- 6.3-3 Annual report 2022 RWE AG
- 6.3-4 Financial Statements 2020 of RWE AG
- 6.3-5 Financial Statements 2021 of RWE AG
- 6.3-6 Financial Statements 2022 of RWE AG
- 6.3-7 [Redacted]
- 6.3-8 [Redacted]
- 6.3-9 Annual report 2020/21 National Grid plc
- 6.3-10 Annual report 2021/22 National Grid plc
- 6.3-11 Annual report 2022/23 National Grid plc
- 6.3-12 Consolidated financial statement 2020/21 National Grid North America Inc
- 6.3-13 Consolidated financial statement 2021/22 National Grid North America Inc
- 6.3-14 Consolidated financial statement 2022/23 National Grid North America Inc
- 6.3-15 [Redacted]
- 6.3-16 [Redacted]
- 6.3-17 [Redacted]
- 6.3-18 [Redacted]
- 6.3-19 [Redacted]
- 6.5-1 [Redacted]
- 6.5-2 [Redacted]
- 6.6-1 [Redacted]

Section 6 – Project Development Plan narrative component

6 Project Development Plan

NYSERDA 2023 Offshore Wind Solicitation ORECRFP23-1

6 Project Development Plan

Table of contents

6.1	Project team.....	11
6.1.1	Project team summary.....	13
6.1.2	Experience developing offshore wind projects.....	14
6.1.2.1	Offshore wind.....	14
6.1.2.2	Major transmission projects.....	16
6.1.2.3	Operations and maintenance excellence	18
6.1.3	A developer with the legal and governance structures to work effectively	21
6.1.3.1	Legal, finance, and ownership structure	21
6.1.3.2	Right to submit a binding proposal.....	21
6.1.4	A credible board and project team	22
6.1.4.1	Deeply skilled and experienced board of managers	22
6.1.4.2	Experienced and reliable project team.....	22
6.1.4.3	Key team members.....	27
6.1.4.4	Additional key roles and consultants.....	31
6.1.5	A partner with a reputation for delivering on its promises.....	35
6.2	Permitting Plan.....	37
6.2.1	Permitting Plan summary.....	39
6.2.2	Past permitting experience	41
6.2.2.1	The expertise of our permitting team	41
6.2.2.2	RWE.....	42
6.2.2.3	Lessons learned from ongoing US offshore wind projects.....	43
6.2.3	Permitting Plan.....	44
6.2.3.1	Site assessment and characterization activities	44
6.2.3.2	Federal permitting	46
6.2.3.3	State and local permitting	51
6.2.4	Additional permitting considerations	54
6.3	Financing Plan.....	56
6.3.1	Financing Plan Summary.....	59
6.3.2	Project sponsors financing and capital structure	59

6.3.2.1	Financial resources and financial strength.....	59
6.3.2.2	Annual reports, financial statements, and credit rating reports.....	61
6.3.2.3	Ability to provide security.....	63
6.3.2.4	Credit issues and the Proposer’s exposure to the Russia-Ukraine conflict.....	63
	██.....	64
6.3.3	Financing Plan.....	64
6.3.3.1	Financing plan.....	64
	██.....	67
	██.....	69
	██.....	69
	██.....	70
6.3.4	Experience financing large-scale offshore wind projects.....	71
6.4	Equipment, Development, and Logistics Plan.....	73
6.4.1	Equipment, Development, and Logistics Plan Summary.....	77
6.4.2	Introducing the Community Offshore Wind farm.....	78
6.4.2.1	Procurement strategy for major components.....	78
6.4.3	Design and choice of offshore wind farm components.....	80
6.4.3.1	Wind turbine generator.....	80
6.4.3.2	Wind turbine foundations.....	81
6.4.3.3	Inter-array cables.....	82
6.4.4	Design and choice of transmission system components.....	82
6.4.4.1	The HVDC transmission system.....	82
6.4.4.2	Offshore converter station.....	83
6.4.4.3	Export cables.....	84
6.4.4.4	Onshore converter stations.....	84
6.4.4.5	Interconnection cables.....	84
6.4.5	Design considerations for circularity and environmental Impact.....	85
6.4.5.1	Design considerations for circularity.....	85
6.4.6	Construction and logistics.....	85
6.4.6.1	Procurement schedule for transport and installation.....	86
6.4.6.2	Marine terminal selection.....	87
6.4.6.3	Vessel plan.....	90

[REDACTED]	69
Table 6.4-1 Equipment, Development, and Logistics Plan solicitation requirements.....	75
[REDACTED]	79
[REDACTED]	80
[REDACTED]	81
[REDACTED]	89
[REDACTED]	92
[REDACTED]	100
Table 6.5-1 Quality, Health, and Safety solicitation requirements.....	104
[REDACTED]	112
Table 6.6-1 Project risk register solicitation requirements	116
3 List of figures	
[REDACTED]	13
[REDACTED]	14
[REDACTED]	15
[REDACTED]	16
[REDACTED]	17
[REDACTED]	20
[REDACTED]	21
[REDACTED]	22
[REDACTED]	24
[REDACTED]	40
[REDACTED]	65
Figure 6.4-1 Circularity maximization approach.....	85
[REDACTED]	86
[REDACTED]	86
[REDACTED]	88
[REDACTED]	89
[REDACTED]	90
[REDACTED]	106
Figure 6.5-2 COSW's Life Saving Rules.....	108
[REDACTED]	111

4 List of appendices

[REDACTED]

Appendix 6.3-1 Annual report 2020 RWE AG

Appendix 6.3-2 Annual report 2021 RWE AG

Appendix 6.3-3 Annual report 2022 RWE AG

Appendix 6.3-4 Financial Statements 2020 of RWE AG

Appendix 6.3-5 Financial Statements 2021 of RWE AG

Appendix 6.3-6 Financial Statements 2022 of RWE AG

[REDACTED]

Appendix 6.3-9 Annual report 2020/21 National Grid plc

Appendix 6.3-10 Annual report 2021/22 National Grid plc

Appendix 6.3-11 Annual report 2022/23 National Grid plc

Appendix 6.3-12 Consolidated financial statement 2020/21 National Grid North America Inc

Appendix 6.3-13 Consolidated financial statement 2021/22 National Grid North America Inc

Appendix 6.3-14 Consolidated financial statement 2022/23 National Grid North America Inc

[REDACTED]

Appendix 6.5-1 COSW HSE Policy

List of acronyms and abbreviations

Abbreviation	Explanation
AC	Alternating Current
█	█
AEP	Annual Energy Production
█	█
B	Billion
BOEM	Bureau of Ocean Energy Management
BSEE	Bureau of Safety and Environmental Enforcement
CAA	Clean Air Act
█	█
CEWS	Circular Economy for the Wind Sector
COD	Commercial Operation Date
COP	Construction and Operations Plan
COSW	Community Offshore Wind
CPP	Clean Power Plan
CVA	Certified Verification Agent
CWA	Clean Water Act
DC	Direct Current
DEIS	Draft Environmental Impact Statement
EBITDA	Earnings before Interest, Taxes, Depreciation, and Amortization
EEO	Economic Energy Outlook
█	█
EIS	Environmental Impact Statement
EML	Estimated Maximum Loss
EPA	Environmental Protection Act
EPCI	Engineering, Procurement, Construction, and Installation
ESG	Environmental, Social, and Governance
EUR	Euro
FAA	Federal Aviation Administration
FAST-41	Fixing America's Surface Transportation Act
FERC	Federal Energy Regulatory Commission
FID	Final Investment Decision
FX/IR	Foreign currency/ Interest Rate
G&G	Geotechnical & Geophysical
GBP	Great British Pound
█	█
GW	Gigawatts
GWO	Global Wind Organization
HAZID	Hazard and risk analysis
HSE	Health, Safety, and Environment
HVAC	High-Voltage Alternating Current
HVDC	High Voltage Direct Current
IEC	International Electrotechnical Commission
█	█
IHA	Incidental Harassment Authorization

Abbreviation	Explanation
ITA	Incidental Take Authorization
ITC	Investment Tax Credit
ITT	Invitation to Tender
█	█
JV	Joint Venture
KPI	Key Performance Indicator
LLC	Limited Liability Company
LLCA	Limited Liability Company Agreement
█	█
LTIF	Lost Time Incident Frequency
M	Million
MITP	Master Inspection and Test Plan
█	█
MVA	Mega Volt Amps
MW	Megawatts
NATCP	Native American Tribal Communication Plan
NEPA	National Environmental Policy Act
NGNA	National Grid North America
NGV	National Grid Ventures
█	█
NMFS	National Marine Fisheries Service, also referred to as NOAA Fisheries
NWP	Nationwide Permit
NWS	Named Windstorm
NY	New York
NYC-PPTN	New York City Public Policy Transmission Need
NYISO	New York Independent System Operator
NYSDEC	New York State Department of Environmental Conservation
NYSDOS	New York State Department of State
NYSERDA	New York State Energy and Development Authority
NYSOPRHP	New York State Parks, Recreation & Historic Preservation
NYSPSC	New York State Public Service Commission
O&M	Operations and Maintenance
OCP	Offshore Converter Platform
OEM	Original Equipment Manufacturer
ORE	Offshore Renewable Energy
OREC	Offshore Wind Renewable Energy Certificate
POI	Point of Interconnection
PPE	Personal Protective Equipment
█	█
QA	Quality Assurance
QA/QC	Quality Assurance and Quality Control
QC	Quality Control
QM	Quality Manager
QMF	Quality Management Framework
QP	Quality Planning

Abbreviation	Explanation
RCA	Root Cause Analysis
RFI	Request for Information
RFP	Request for Proposals
ROD	Record of Decision
S&P	Standard & Poor's
SAP	Site Assessment Plan
[REDACTED]	[REDACTED]
SCIP	Supply Chain Investment Plan
SI	Site Investigation
[REDACTED]	[REDACTED]
SI	Site Investigation
SMS	Safety Management System
SOV	Service Operations Vessel
SSOW	Safe System of Work
TP	Transition Piece
US	United States
USACE	United States Army Corps of Engineers
USCG	United States Coast Guard
USFWS	United States Fish & Wildlife Service
WTG	Wind Turbine Generator
[REDACTED]	[REDACTED]

6.1 Project team

NYSERDA 2023 Offshore Wind Solicitation ORECRFP23-1



6.1 Project team

1 Table of contents

6.1.1	Project team summary.....	13
6.1.2	Experience developing offshore wind projects.....	14
6.1.2.1	Offshore wind.....	14
6.1.2.2	Major transmission projects.....	16
6.1.2.3	Operations and maintenance excellence.....	18
6.1.3	A developer with the legal and governance structures to work effectively.....	21
6.1.3.1	Legal, finance, and ownership structure.....	21
6.1.3.2	Right to submit a binding proposal.....	21
6.1.4	A credible board and project team.....	22
6.1.4.1	Deeply skilled and experienced board of managers.....	22
6.1.4.2	Experienced and reliable project team.....	22
6.1.4.3	Key team members.....	27
6.1.4.4	Additional key roles and consultants.....	31
6.1.5	A partner with a reputation for delivering on its promises.....	35

2 List of tables

Table 6.1-1	Project team solicitation requirements.....	12
	19
Table 6.1-3	Community Offshore Wind officers.....	23

3 List of figures

	13
	14
	15
	16
	17
	20
	21
	22
	24

NYSERDA solicitation requirements

Our Project team experience and capabilities address each requirement described by NYSERDA in ORECRFP23-1.

Table 6.1-1 Project team 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: a. Construction Period Lender, if any b. Community Liaison Officer c. Diversity, Equity, and Inclusion Officer d. Environmental Consultant e. EPC Contractor (if selected) f. Facility Operator and Manager g. Financial Advisor h. Health and Safety Consultant i. Labor Liaison j. Legal Counsel k. Operating Period Lender and/or Tax Equity Provider, as applicable l. Owner's Engineer m. Transmission Consultant	6.1.4.4
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 generation and transmission facilities, 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 Project team summary

[REDACTED]
[REDACTED]
[REDACTED] This context requires New York to partner with a developer who is reliable, experienced, and credible. **Community Offshore Wind (COSW), is positioned to be a trusted partner to NYSERDA because we can offer the following:**

- A reliable partner with the global and local experience to successfully develop, own and operate an HVDC-linked offshore wind farm in New York
- A developer with the legal and governance structures to work effectively
- A project team that embodies and leverages the unique experience of its owners

These three key points are elaborated below.

A reliable partner with the global and local experience to successfully develop, construct, own, and operate an HVDC-linked offshore wind farm in New York

Community Offshore Wind is as a joint venture between RWE and National Grid Ventures (an indirect subsidiary of National Grid plc). By drawing on the resources of our ultimate parent companies, Community Offshore Wind utilizes a deep well of experience developing, financing, owning, and operating projects of similar type, size, and complexity to the project proposed. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

A developer with the legal and governance structures to work effectively

RWE and National Grid Ventures have extensive experience working within joint ventures. Together, the two ultimate parent companies have leveraged this experience to design a governance model for Community Offshore Wind 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 the 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.

6.1.2 Experience developing offshore wind projects

Development and construction

Through our ultimate parent companies, we have extensive experience developing, building, interconnecting, and operating offshore projects of similar size and complexity. We have world-leading capabilities at all stages of offshore wind farm delivery, including development and construction.

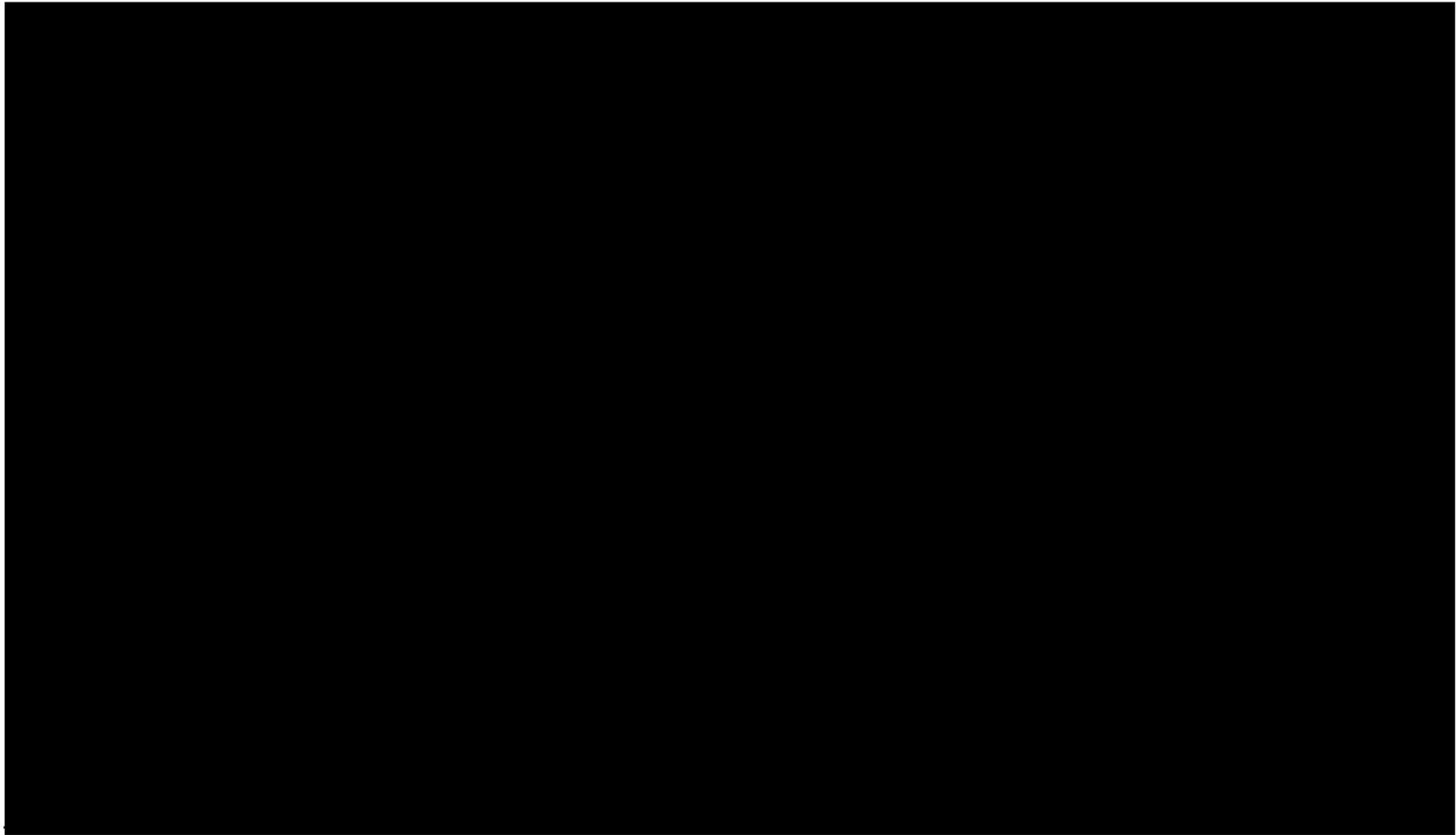
6.1.2.1 Offshore wind

RWE Aktiengesellschaft (RWE AG), the second-largest global offshore wind developer, [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED] In December 2023, RWE announced we plan to acquire the ~4.2 GW UK development portfolio from Vattenfall, located off the coast of Norfolk in East Anglia. [REDACTED]
[REDACTED]

[REDACTED] Figure 6.1-3 shows RWE's largest offshore wind project under construction – Sofia.
[REDACTED]





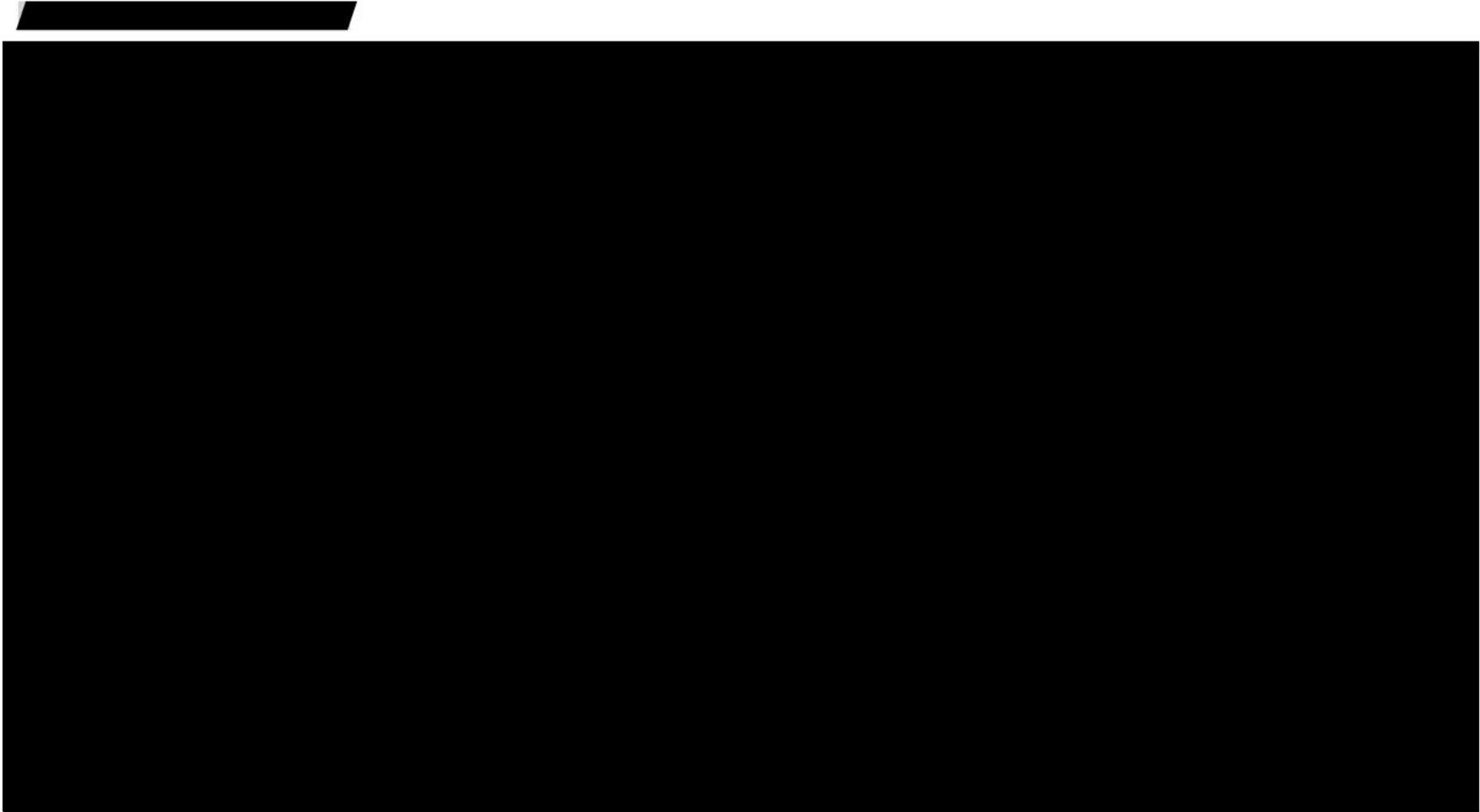
6.1.2.2 Major transmission projects

As the offshore wind industry matures and projects increase in size, the scope of the projects' transmission becomes more complex, with potential for implementation of [REDACTED]

[REDACTED]

NGV is also developing the world's first multi-purpose interconnector, LionLink, in cooperation with TenneT. The link will allow clusters of offshore wind energy to connect to shore via the same HVDC cable and connection point as illustrated in Figure 6.1-5.

[REDACTED]



6.1.2.2.1 Financing major projects

[REDACTED]

[REDACTED] As part of the RWE Group's Growing Green strategy to expand globally its green portfolio to more than 65 GW of installed capacity and to invest globally €55 billion in the period from 2024 until 2030, RWE Clean Energy plans to significantly increase its operating asset base in the US. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] Our parent companies seek to continue our stable and efficient financing strategy (see our financing plan in Section 6.3).

Operation

Leveraging RWE's industry-leading offshore wind operations and maintenance protocols and NGV's unique expertise operating HVDC transmission and convertor station assets, our team brings superior operations and maintenance capabilities to bear. Our ultimate parent companies have not only demonstrated the ability to apply and adapt existing procedures but also contributed to the development and innovation of best-in-class practices. Together, **RWE and NGV have the requisite knowledge, people, and processes to ensure safe, reliable operation of utility-scale assets.**

6.1.2.3 Operations and maintenance excellence

Across the portfolio that RWE fully owns and operates [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. See Table 6.1-2.

Together, NGV and RWE bring decades of offshore wind and transmission operations and maintenance expertise along with a proven ability to stand up necessary capabilities when entering new markets. Leveraging this deep expertise, we can ensure safe and reliable operations of the proposed wind farm from development through decommissioning.

² Please refer to this link for more information: <https://www.nationalgrid.com/document/148586/download>

[REDACTED]			
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]			
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

RWE's large portfolio of offshore assets, both developed and acquired over the past 20 years, has ensured industry-leading O&M 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]

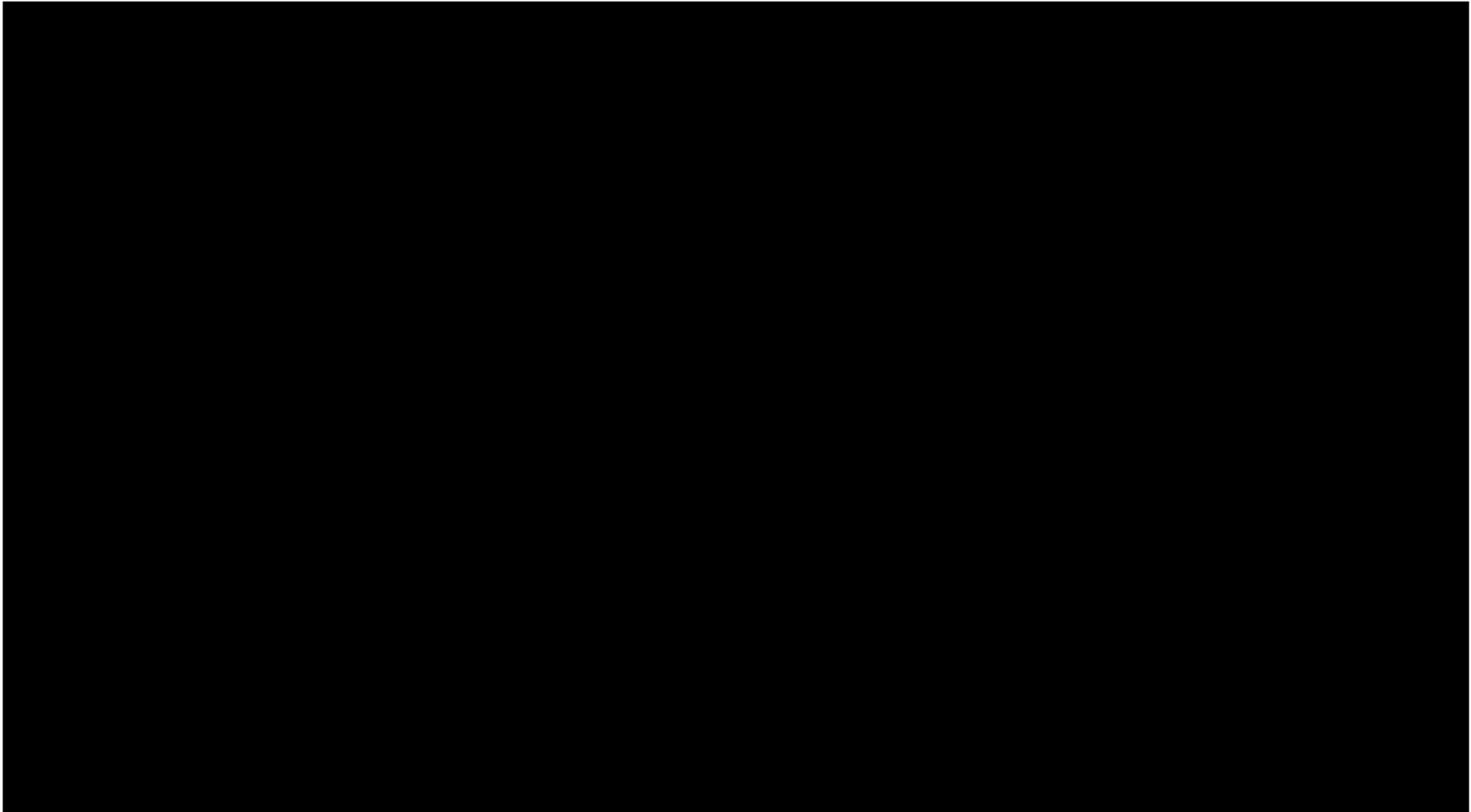
[REDACTED]

[REDACTED]

[REDACTED] Figure 6.1-6 below highlights the RWE offshore wind assets in operation, including average wind farm availability.

[REDACTED]

[REDACTED]



6.1.3 A developer with the legal and governance structures to work effectively

6.1.3.1 Legal, finance, and ownership structure

[REDACTED]

[REDACTED]

[REDACTED]

6.1.3.2 Right to submit a binding proposal

[REDACTED]

6.1.4 A credible board and project team

6.1.4.1 Deeply skilled and experienced board of managers

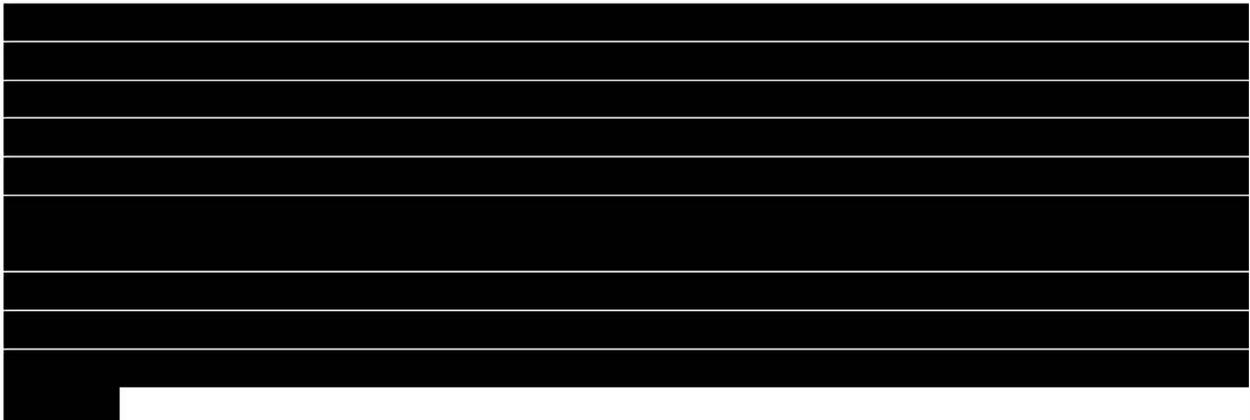
[REDACTED] Our structure fosters competent decision-making to deliver our Community Offshore Wind project to New York.

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.** [REDACTED]

[REDACTED] 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 Experienced and reliable project team

RWE and NG 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.

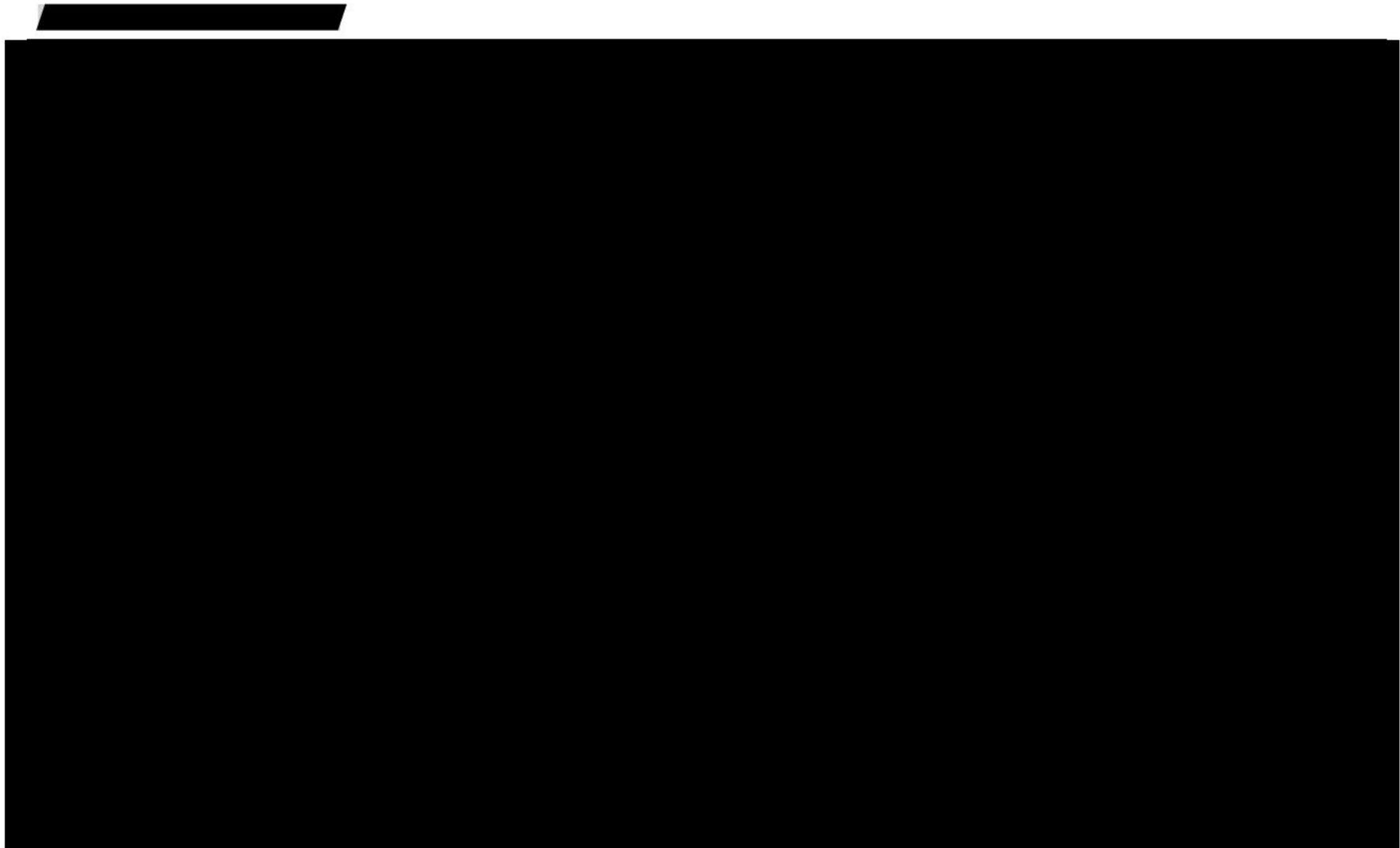


6.1.4.2.1 Management team

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.

Table 6.1-3 Community Offshore Wind officers

Name	Title	Responsibilities
[Redacted]	[Redacted]	[Redacted]



Douglas Perkins, Project Director and President

Doug is responsible for establishing the project's strategy and ensuring its timely implementation. He further supports our engagement with key stakeholders such as policy makers, suppliers, and neighboring projects. Prior to this role, he 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. Doug has a BA in Environmental Science from Boston University with a concentration in Coastal Ecology and is a certified Project Management Professional (PMP).

Patrick Johnson, Vice President & Deputy Project Director

Pat and the team are focused on responsibly developing our lease site for the benefit of all stakeholder communities to enable a clean, fair, and affordable energy future. Pat has worked in the energy sector for over ten years. During the past six years with NGV, Pat has led clean energy infrastructure development in the northeast US, including bids for offshore wind, energy storage, and renewable-enabling transmission. Prior to NGV, Pat worked in corporate finance at Duke Energy where he reviewed renewable energy projects and raised over \$10B in project capital. Pat is a CFA charter holder and holds a BA in conservation biology from Middlebury College, an MS in wildlife management from the Ohio State University, and an MBA from UNC Kenan-Flagler Business School.

Sonja Altesellmeier, Chief Financial Officer

Sonja is responsible for managing and coordinating a team of finance experts. This team carries out valuation and business case topics, cost management, risk and controlling, procurement, legal and structured finance activities, and other related finance activities. Sonja 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. Sonja holds a bachelor's and master's degree in economics from the University of Münster in Germany.

Daniel Sieger, Head of Development

Dan leads the development team, overseeing permitting, marine affairs, and stakeholder relations. Dan is currently a Project Development Director with RWE Offshore America where he is responsible for overseeing development work, including permitting and marine affairs, across RWE's projects on the East Coast. He 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. has a BA in Political Science from the University of Massachusetts Boston.

Hendrik Berends, Head of Generation

Hendrik leads the planning, design, and construction of the offshore components of our project. With 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 Netherlands, France, Poland, India, and Japan. Prior to COSW,

Hendrik facilitated the construction and commissioning of 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 in the Baltic Sea. Hendrik holds a degree in electrical engineering from the University of Applied Sciences in Wilhelmshaven in Germany.

Brian O'Boyle, Head of Transmission⁵

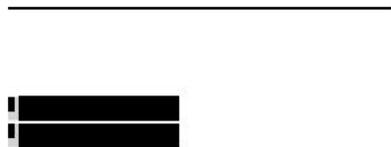
Brian is responsible for grid interconnection, offshore collector stations, HVDC systems, submarine, and terrestrial cable systems. As Director of Transmission Development for NGV, Brian is responsible for developing the early strategy for supplier outreach to support offshore wind development work and the long-term strategy for NG's fossil assets. Prior to NG, Brian 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 cyber compliance programs, and developed asset management programs for convertor station equipment. Brian holds a BA in physics from Franklin & Marshall College, an MS of Engineering in energy systems engineering from Lehigh University, and an MBA from NYU Stern School of Business.

Alanna Russo, Head of Strategic Engagement⁶

Alanna and her team work closely with government, labor, business associations, MWVBs, SDVOBs, educational institutions, and local communities. With deep ties to the communities of New York and extensive experience in the local energy industry, Alanna is ensuring Community Offshore Wind is building key relationships to identify and address the needs of the community by offering effective solutions and rising above challenges to meet the desired outcome. Alanna is currently the Director of Strategic Engagement and Business Development for NGV and responsible for workforce, labor, and community strategy and engagement across the northeast portfolio. Alanna has 16 years of experience in corporate social responsibility, community relations, and working with disadvantaged communities and six years of experience working on large projects in the energy industry. Alanna holds a BA in Organizational Management and an MBA from St. Joseph's College. She has a certificate in non-profit management from UCLA, and a diversity and inclusion certification from the American Management Association.

Louis "Cuffie" Winkler, Head of Commercial

Cuffie and his team are responsible for all commercial aspects of Community Offshore Wind, including offtake strategy and preparation of this proposal. Cuffie has worked at National Grid for over six years on efforts to scale renewable energy infrastructure in the Northeast. He is currently the Commercial Director for NGV US Northeast where he leads business case development, commercial analysis, and market research for NG's offshore portfolio. Prior to NG, Cuffie worked in solar finance and asset management. Cuffie holds a BA from Hamilton College, a master's degree from Duke University's Nicholas School of the Environment, and an MBA from UNC Kenan-Flagler Business School.



David Howard, Procurement Lead

David is responsible for all of Community Offshore Wind's procurement and supply chain activities. Together with his team, David focuses on developing a local supply chain that focuses on job creation, while bringing clean energy to communities. David also manages all of RWE Renewables' offshore procurement activities in the US as Senior Procurement Director. David brings over 20 years of experience in supply chain-related activities, having spent the previous twelve years at Siemens Gamesa Renewable Energy. At SGRE, he held various leadership roles, including successful localization efforts for their onshore division in Northern Europe, Middle East, Brazil, and the US as well as the introduction of a new product line during the pandemic. He has a proven track record of meeting project timelines despite the challenges that come with it. David holds a bachelor's degree in business administration from Susquehanna University.

6.1.4.3 Key team members

Katherine Miller, Federal Permitting Manager

Katherine is responsible for acquiring the federal permits required to support the development, construction, and operations of the Community Offshore Wind Project. This includes the Construction and Operations Plan (COP), which will be submitted to the BOEM, and supporting the project through the National Environmental Policy Act (NEPA) process. Katherine joined RWE after recently 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. Katherine earned a bachelor's degree in Marine Affairs from the University of Miami and received a Master of Professional Science from the Rosenstiel School of Marine and Atmospheric Science (RSMAS) at the University of Miami.

Nahid Carter, State Permitting Manager⁷

Nahid Carter is the State and Local Permitting Manager for Community Offshore Wind, supporting project permitting and licensing, regulatory engagement, and project delivery. Nahid brings ten years of experience supporting infrastructure and utility scale projects. Prior to joining Community Offshore Wind Nahid served 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. In this role he was responsible for permitting, construction oversight, and project regulatory compliance. Nahid received his MS and BS in Environmental Science from the Rochester Institute of Technology in 2010 and 2013, respectively.

Bryan Gray, Development Director⁸

Bryan supports our projects permitting, stakeholder relations, safety, contracts, and construction activities. Bryan has ten years of experience with large scale infrastructure projects. Most previously,



Bryan served as the Director of Gas Construction at NG 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 CNG & Portable Pipelines where he was responsible for the siting, permitting, design, construction & operations plans for a portfolio of infrastructure projects. Bryan received his MBA from St. Joseph's College in 2019 and graduate with a Bachelors in Intermodal Transportation from the United States Merchant Marine Academy in 2007.

Dennis Grosser, T&I Package Manager

Dennis has extensive experience in offshore construction planning, scheduling, tendering, cost analysis and supervision. He and his team will manage these efforts for Community Offshore Wind. Dennis has more than 20 years of experience as a civil engineer and more than 13 years 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). Most recently, he has played a critical role in the development of several offshore projects across the Netherlands (2015-2016), France (2017-2019), India (2018-2019), and Japan (2019 - 2022). Since 2019 Dennis has focused on RWE's US offshore activities. Dennis holds a degree in Civil Engineering from the Technical University Carolo-Wilhelmina of Braunschweig in Germany.

Samantha Mullin, O&M Implementation Manager

Samantha is responsible for developing and implementing RWE's O&M strategy for Community Offshore Wind. In this role she leads the O&M package team as functional lead throughout the development phases of the project while ensuring the long-term interests of operations are met. Samantha comes to the Community Offshore team and wider RWE Offshore Americas team from the RWE Onshore Americas organization where her application of digital tools (analytical models and software solutions) influenced day-to-day O&M of the South Texas onshore wind and solar PV fleet. Prior to taking the O&M Implementation Manager with RWE Offshore Americas, Samantha undertook an international assignment at the UK's offshore wind hub in Grimsby, England where she worked day-to-day at the O&M bases of Triton Knoll and Humber Gateway wind farms. Completion of all training requirements under GWO allowed her to live for short periods on the Service Operations Vessel (SOV) and work with the offshore wind turbine technicians as they visited turbines for routine maintenance, troubleshooting, and retrofits. Samantha holds a BS and MS from Rensselaer Polytechnic Institute.

Lyle Sclair, Economic Development, Community, and Workforce Manager⁹

Lyle is responsible for developing our innovative approach to workforce development and supply chain engagement with a focus on supporting MWBE and SDVOB firms. Lyle 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 NG'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 has a master's degree in urban



planning from New York University and a BS in industrial engineering from the University of Pittsburgh. He is a certified economic developer by the International Economic Development Council and most recently participated in Coro Leadership NY.

Mariah Dignan, Labor Liaison¹⁰

Mariah builds and maintains partnerships with organized labor leaders, labor organizations, and trade councils and leads labor contract negotiations and labor agreements and workforce development. Mariah has been the Regional Director (Long Island) 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 worked as a political organizer for the Long Island Federation of Labor and served as the Community Outreach Coordinator for the Office of Congressman Thomas R. Suozzi, where she served, among other roles, as chief liaison to Long Island’s Labor community. She holds a BA from St. Lawrence University in New York.

Retha Fernandez, Strategic Engagement Manager¹¹

Retha supports the Strategic Engagement team across the project. Previously, Retha 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. Retha earned her Bachelor of Science in Organizational Management from St. Joseph’s University.

Kyoo Sung Byun, Strategic Supply Chain and Logistics Manager¹²

Kyoo Sung is Community Offshore Wind’s Strategic Supply Chain and Logistics Manager, responsible for developing and managing relationships with transmission equipment suppliers. Kyoo will also support economic development strategy for supply chain localization and support logistics planning. Prior to NGV, Kyoo 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 Sung holds a BA from City University of New York - Hunter College and a Masters of Professional Studies from ITP Tisch School of the Arts at New York University.

6.1.4.4 Additional key roles and consultants

Construction period lender

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Community liaison officer

Natalie Terhaar is our project’s Community Engagement Manager (Community Liaison Officer). Natalie and her team develop and implement strategies for community engagement, community investment in the areas of environmental justice, STEM, wrap around services, and barriers to employment. Natalie holds a Bachelor of Arts in psychology from D’Youville College. She 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. Natalie is a Buffalo native and lives with her husband and two children.

Diversity, Equity, and Inclusion officer

Community Offshore Wind’s Diversity, Equity and Inclusion Officer is Alanna Russo. In addition, both ultimate parent companies have Diversity Officers. The Diversity Officer for RWE AG is Ulrike Pugh while National Grid’s Chief Diversity Officer is Natalie Edwards. For a summary of Alanna’s experience, refer to Section 6.1.4.2 above.

Environmental consultants

We contracted with several consulting firms to assist in the preparation of our provisionally awarded Community Offshore Wind bid in ORECRFP22-1, and in preparing this proposal. These firms include:

[REDACTED]

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

EPC contractor

[Redacted text block]

[Redacted]

Facility operator and manager

[Redacted]

Financial advisor

[Redacted]

Health and safety consultant

[Redacted]

Legal counsel

[Redacted]

Operating period lender and/or tax equity provider

[Redacted]

[Redacted]

Owner's engineer

[Redacted]

Transmission consultants

We have retained industry-leading transmission consultants to assist with various studies used to support the proposal. To date, we have engaged with the following entities:

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted text block]

6.1.5 A partner with a reputation for delivering on its promises

Legal considerations and disclosures

[Redacted text block]

[Redacted text block]

[Redacted text block]

6.2 Permitting Plan

NYSERDA 2023 Offshore Wind Solicitation ORECRFP23-1



6.2 Permitting Plan

1 Table of contents

6.2.1	Permitting Plan summary	39
6.2.2	Past permitting experience	41
6.2.2.1	The expertise of our permitting team	41
6.2.2.2	RWE	42
6.2.2.3	Lessons learned from ongoing US offshore wind projects	43
6.2.3	Permitting Plan	44
6.2.3.1	Site assessment and characterization activities	44
6.2.3.2	Federal permitting	46
6.2.3.3	State and local permitting	51
6.2.4	Additional permitting considerations	54

2 List of tables

Table 6.2-1	Permitting plan solicitation requirements	38
Table 6.2-2	Summary of permitting consultants	42
Table 6.2-3	Permits, licenses, and assessments obtained for G&G Survey Activities	45
Table 6.2-4	Federal permitting list	47
Table 6.2-5	State permitting list	51

3 List of figures

		40
---	--	----

NYSERDA solicitation requirements

Our Permitting Plan addresses each requirement described by NYSERDA in ORECRFP23-1.

Table 6.2-1 Permitting Plan 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
A comprehensive list of all the permits, licenses, and environmental assessments and/or environmental impact statements required to construct and operate the Project.	6.2.3
Identify the governmental agencies that are responsible for issuing approval of all the permits, licenses, and environmental assessments and/or environmental impact statements.	6.2.3
Identify 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
Provide 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 Permitting Plan 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]
[REDACTED] To achieve this ambition, we have developed a permitting strategy that relies on:

- **A detailed permitting plan:** [REDACTED]
[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 plan to maximize 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. Our permitting timeline overview is shown in Figure 6.2-1 below.

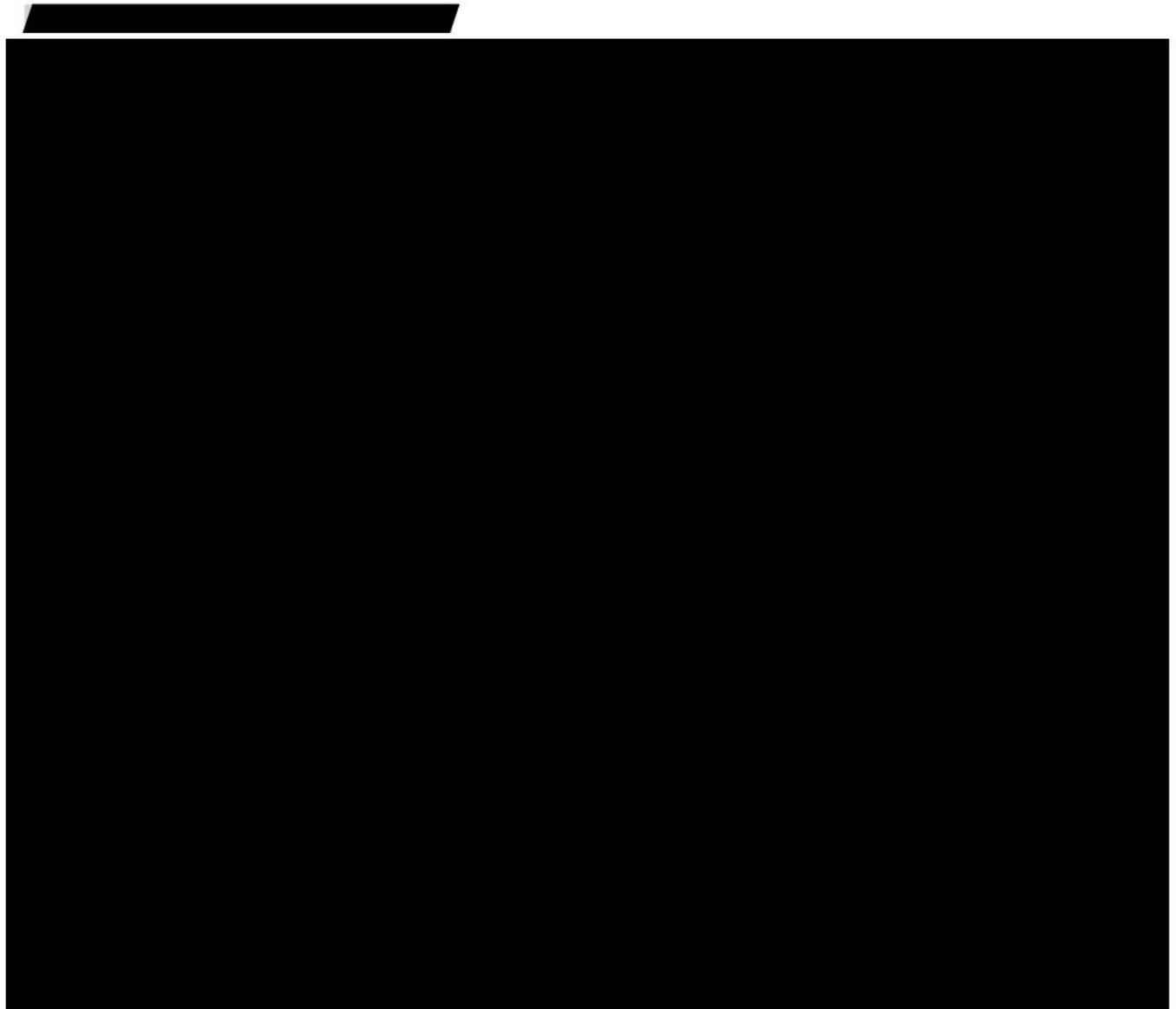
Survey strategy. We prioritize the collection of geophysical and geotechnical data, recognizing that data collection is one of the most time consuming and important milestones in the development of an offshore wind project. [REDACTED]

[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 Past 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 The expertise of our 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.

Table 6.2-2 Summary of permitting consultants

Consultancy	Support functions
[REDACTED]	[REDACTED]

6.2.2.2 RWE

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. 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 within this decade. 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.

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 more than 50 Article VII permit applications for new electricity and natural gas transmission projects to New York State agencies, 12 of which were submitted in the last ten years. Since 2019, National Grid Ventures submitted two successful 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. Positive working relationships. National Grid has maintained strong, positive working relationships with the issuing agencies as well as local municipalities and community groups.
- **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.

6.2.2.3 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.¹¹

¹¹ Guidelines for Providing Geophysical, Geotechnical, and Geohazard Information, BOEM. 2020.

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]

[REDACTED] In developing the survey strategy, we mapped out the geophysical and geotechnical data requirements, as outlined in the BOEM guidelines.¹² All offshore survey work being conducted or proposed falls within the set of activities assessed in the environmental assessment completed by BOEM in support of leasing OCS-A 0539 and the other New York Bight lease areas.¹³ 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.

¹² Guidelines for Providing Geophysical, Geotechnical, and Geohazard Information, BOEM. 2020

¹³ Commercial and Research Wind Lease and Grant Issuance and Site Assessment Activities, BOEM. 2021

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/NYSDE C/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) and 2023 High-Resolution Geophysical and Geotechnical Survey Plan (2023 Survey Plan). Prior to the commencement of the activities identified in both 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 and 2023 Survey Plans.

[REDACTED]

[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.

Other site assessment and characterization activities

As the data collected during this phase is analyzed, 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]

Anticipated timeline

[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. Table 6.2-4 summarizes the federal permits, licenses, and environmental assessments or environmental impact statements, organized by agency, that are anticipated to be required to support our development. 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.

Table 6.2-4 Federal permitting list

Agency	Permit, authorization, or consultation	Proposed submission date	Anticipated approval timeline
Construction, operations, and decommissioning			
BOEM	Site Assessment Plan (SAP) ¹⁴	████	████
	Construction and Operations Plan (COP) ¹⁵	██████	██████
BSEE	Facility Design Report (FDR)	██████	██████
	Fabrication and Installation Report (FIR)	██████	██████
USACE	Section 10/404/408 Individual permit	██████	██████
US EPA	OCS Air Permit	██████	██████
NOAA Fisheries	Incidental Take Authorization (ITA)	██████	██████
USFWS	Incidental Take Authorization (ITA) ¹⁶	████████████████████	
USCG	Private Aids to Navigation Approval (PATON)	██████	██████
FAA	FAA Form 7460-1, Notice of Proposed Construction or Alteration	██████	██████

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.

████████████████████
 ████████████████████
 ████████████████████
 ████████████████████
 ████████████████████

Construction and Operations Plan (COP)

████████████████████
 ████████████████████
 ████████████████████

¹⁵ Through the review of the COP, BOEM will satisfy their requirements as the lead federal agency under NEPA and issue a Notice of Intent (NOI) to conduct an EIS. As part of this process, BOEM will also request the initiation of various consultations with cooperating federal agencies. Additional information is included within part of this process, BOEM will also request the initiation of various consultations with cooperating federal agencies.

¹⁶ Based on final design, the USFWS ITA may or may not be required.

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, reducing, eliminating, 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 Projects 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

SAP: [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

COP: [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

- [REDACTED]
- [REDACTED]
- [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 Section 14 of the RHA, which has since been amended and is codified at 33 USC 408 (Section 408). Section 408 authorization is required when the proposed project may use or alter a Civil Works project (ex. USACE maintained channels).

The USACE is expected to become a cooperating agency and adopt the EIS prepared by BOEM to fulfill its own NEPA requirements. Therefore, we expect to apply for a Section 10/404 permit with the USACE in line with the timeline agreed upon in the CPP. Based on review of publicly available timelines posted on the dashboard, we anticipate this will be tied to 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. The US EPA is expected to become a cooperating agency and adopt the EIS prepared by BOEM to fulfil its own NEPA requirements. Therefore, we expect to submit a Notice of Intent and associated application for an OCS Air Permit with the US EPA in line with the timeline agreed upon in the CPP. Based on review of publicly available timelines posted on the dashboard, we anticipate this will be tied to 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. NOAA is expected to become a cooperating agency and use the EIS in support of issuance of the ITA.

Through the NEPA process, BOEM is expected to request the initiation of the Section 7 ESA consultations to assess the potential impacts of the project on ESA listed species and their habitats. Section 7 of the ESA requires consultation to assess the impacts of the project on ESA-listed species and designated Critical Habitats and prohibits the take (to harass, harm, pursue, hunt, shoot, wound, kill, trap, capture, or collect, or to attempt to engage in any such conduct) of ESA-listed species. Separately, Section 305 of the Magnuson-Stevens Act requires an Essential Fish Habitat (EFH) Assessment consultation to assess the impacts to designed EFH, which we also expect BOEM to request. These consultations will be used to support the final EIS.

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), if necessary.

The US Coast Guard (USCG)

The USCG has jurisdiction under maritime traffic and national security extending 12 nm from shore. 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 the locations of the foundations are finalized and once other federal approvals, such as the UASCE authorization, are 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 the information required to support the publication of the LNM two weeks prior to the start of that activity (e.g., survey activities, foundation installation, etc.). Through the NEPA process, the USCG is expected to 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 Navigation Safety Risk Assessment prior to its submittal in the COP.

The Federal Aviation Administration (FAA)

The FAA has jurisdiction over U.S. territorial airspace (12 nm offshore). 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. As lease area OCS-A 0539 is located more than 12 nm offshore, BOEM will be responsible for determining the marking and lighting requirements for the project. We may be required to coordinate with the FAA for activities within 12 nm, such as transportation of project

components that exceed 200 ft in height to the lease area or for nearshore survey activities. Additional coordination with the FAA may be required based on the results of an Obstruction Evaluation and Radar Study in support of COP development.

6.2.3.3 State and local permitting

The New York State permits related to our development as well as the local and municipal permits, including proposed submission dates and anticipated approval timelines is shown in Table 6.2-5.

Table 6.2-5 State permitting list

Agency	Permit, authorization or consultation	Proposed submission	Anticipated approval
New York			
NYSpsc**	Certificate of Environmental Compatibility and Public Need (CECPN) ¹⁷	██████	██████
	Water Quality Certification (WQC)	██████	██████
	Environmental Management and Construction Plan (EM&CP)	██████	██████
	Section 68 Petition	██████	██████
NYSDEC	State Pollutant Discharge Elimination Systems (SPDES) General Permit for Stormwater Discharges from Construction Activity	██████	██████
	National Pollutant Discharge Elimination System (NPDES) ¹⁸	██████	██████
NYSOGS, Bureau of Land Management	Easement to use New York State Lands Underwater	██████	██████
NYSDOS, Division of Coastal Resources	Concurrence with Coastal Zone Management Program Federal Consistency Certification	██████	██████
NYS DOT	PERM 75 - Consolidated Application and Permit for Highway Work and Use & Occupancy for Fiber Optic Facilities and Supporting Infrastructure	██████	██████
	PERM 32 - Highway Work Permit Application for Utility Work	██████	██████
MTA / LIRR	Railroad ROW Entry Permit	██████	██████
	Railroad ROW Construction Authorization	██████	██████
County, City, Town Permits	Right-of-Way Easements, multiple jurisdictions	██████	██████

¹⁷ In the review of the Article VII application and prior to issuing the CECPN, NYSDEC and NYSPO (Section 106 of the NHPA, Section 14.09 of the NYS HPA of 1980) will be consulted.

¹⁸ The US EPA has delegated authority to administer NPDES permits to New York State. Therefore, this authorization will be issued by NYSDEC.

The New York State Public Service Commission (NYSPPSC)

The NYSPPSC 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]
[REDACTED]
[REDACTED] As such, 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 NYSPPSC under Article VII of the PSL (16 NYCRR Parts 85 through 88), 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 NYSPPSC 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 NYSPPSC prior to the start of construction.
- **Section 68 petition:** Under PSL §68, the NYSPPSC 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 for each of the proposals. 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]

even though the new facility is not expected to contribute any process wastewater discharges to existing outfalls. 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)19

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.

[REDACTED]

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. Both proposals 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 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

We have [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 2023 Offshore Wind Solicitation ORECRFP23-1

6.3 Financing Plan

1 Table of contents

6.3.1	Financing Plan Summary	59
6.3.2	Project sponsors financing and capital structure	59
6.3.2.1	Financial resources and financial strength.....	59
6.3.2.2	Annual reports, financial statements, and credit rating reports.....	61
6.3.2.3	Ability to provide security.....	63
6.3.2.4	Credit issues and the Proposer’s exposure to the Russia-Ukraine conflict	63
	████████████████████	64
6.3.3	Financing Plan.....	64
6.3.3.1	Financing plan	64
	████████████████████	67
	████████████████████	69
	████████████████████	69
	████████████████████	70
6.3.4	Experience financing large-scale offshore wind projects	71

2 List of tables

Table 6.3-1	Financing Plan solicitation requirements.....	57
Table 6.3-2	Senior unsecured long-term debt rating of RWE AG.....	62
	████████████████████	65
	████████████████████	65
	████████████████████	67
	████████████████████	68
	████████████████████	68
	████████████████████	69

3 List of figures

	████████████████████	65
--	----------------------------	----

NYSERDA solicitation requirements

Our Financing Plan addresses each requirement described by NYSERDA in ORECRFP23-1.

Table 6.3-1 Financing Plan solicitation requirements

Solicitation requirement	Section
A short description of projects that the Proposer has financed or is in the process of financing.	6.3.4
A description of the Financing Plan for the Project including construction and term financing including: <ul style="list-style-type: none"> a. Project financiers and the related financing mechanism or mechanisms that will be used including repayment schedules and conversion features b. Project's existing financial structure and projected financial structure c. 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 d. How any such agreements would differ under different pricing options for the Submission e. Estimated construction costs and consideration for contingencies or cost overruns 	6.3.3.1
Evidence that Proposer has the financial resources and financial strength to complete and operate the Project as planned.	6.3.2.1
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.	6.3.3.5
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.	6.3.3.2
The role of the Federal Production Tax Credit or Investment Tax Credit (or other incentives) on the financing of the Project, including presumed qualification year and percentage and estimated eligible capital expenditures. Provide an explanation for the assumed ability or inability to qualify for the Federal Production Tax Credit or Investment Tax Credit.	6.3.3.3
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. Also, provide the credit ratings from Standard & Poor's and Moody's of Proposer and any parent companies and development partners.	6.3.2.2
The Proposer's ability (and/or the ability of its credit support provider) to provide the required security, including its plan for doing so.	6.3.2.3
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. Provide 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.	6.3.2.4

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. 6.3.2.5

The allowances or mechanisms in place to address high risk contingencies and cost overruns in the Project budget, including how the Proposer will address the risk of increases to project cost. 6.3.3.4

6.3.1 Financing Plan Summary

Community Offshore Wind (COSW) is a joint venture between RWE Offshore Wind Holdings, LLC and National Grid Ventures (NGV) OSW Holdings, LLC. New York can rely upon our financially secure ultimate parent companies to fund the development, construction, and operations of our Project as demonstrated by our financial statements, credit ratings, and ability to provide security. [REDACTED]

[REDACTED]

[REDACTED], both shareholders have experience successfully securing project level financing and tax equity financing for large scale renewables projects, [REDACTED]

[REDACTED]

[REDACTED]

We will leverage RWE's 20-years of experience financing, developing, and operating 19 offshore wind farms globally as well as RWE's and National Grid's combined experience financing 50 renewable projects across the United States. We know how to assess and identify the optimal financing solutions, keeping project development and construction on schedule.

6.3.2 Project sponsors financing and capital structure

6.3.2.1 Financial resources and financial strength

COSW benefits from the financial strength of RWE and National Grid, each of which have commitments to fund the development, construction, and operations of COSW. [REDACTED]

[REDACTED]

RWE financing and capital structure

RWE's wide range of financing options provides it with the flexibility to enter into financing arrangements uniquely tailored to the specific Project needs, better positioning RWE to achieve its

goals for growth and investment in renewable energy. RWE has extensive experience in financing the development, construction, and operation of offshore wind projects in Europe, as well as onshore wind farms and solar projects in the United States. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

With its “Growing Green” investment and growth program, launched two years ago, RWE is making a major contribution to the decarbonization of the energy system. RWE has already invested EUR 20B net since 2021 and is in a position to deliver even more ambitious investment and growth targets announced at its Capital Market Day in November 2023. From 2024 to 2030, RWE plans to invest EUR 55B net worldwide and expand its green portfolio to more than 65 GW. Of this, RWE has earmarked around EUR 20B net for future investments in the US market, and 35% of the EUR 55B is earmarked for offshore wind projects to increase RWE’s offshore wind capacity to 10 GW in 2030.

National Grid financing and capital structure

National Grid is committed to investing in clean energy and enabling the transition to a net zero future in a safe and reliable manner. NGV is an indirect subsidiary of National Grid and operates as the competitive division of National Grid. 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 and National Grid’s interest in COSW. The company has extensive experience financing and developing a range of energy projects, including

six subsea HVDC interconnectors, six competitive transmission projects, nine solar farms, two wind farms, and two standalone storage facilities.

NGV is funded primarily through capital contributions from National Grid and NGNA. These contributions are typically made through long-term intercompany borrowing. National Grid and NGNA have access to multiple equity and debt markets, including the issuance of green bonds, and has significant liquidity, which provides a reliable and competitive source of capital for NGV. National Grid can also develop dedicated financing facilities for project-specific financing as needed. Overall, National Grid’s access to a range of financing options and its ability to assess and plan for its cash requirements in advance give it the flexibility to fund NGV’s projects and support its transition to a clean energy future.

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 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 and the Loan Market Association’s Green Loan Principles, as well as the EU Taxonomy Regulation and Delegated Acts on Climate Change Mitigation and Adaptation. National Grid has already issued an inaugural green bond in January 2023 for EUR 750M. In addition, National Grid has received a strong evaluation score of 82/100 from S&P Global Ratings for its environmental, social, and governance (ESG) practices, reflecting its robust governance structure, strong preparedness for disruptions, and overall effective management of environmental and social risks.

[REDACTED]

6.3.2.2 Annual reports, financial statements, and credit rating reports

[REDACTED]

RWE annual reports, financial statements, and credit rating reports

RWE’s ability to offer low-cost financing and flexibility to finance through variable market sources is evidenced by its strong financial performance and top tier credit rating. [REDACTED]

[REDACTED]

[REDACTED]. Leading rating agencies, Moody’s and Fitch, consistently certify RWE’s creditworthiness within the “investment grade” category, not least due to RWE’s conservative financial policy. As shown in

Table 6.3-2, Moody’s gives RWE’s long-term creditworthiness a rating of ‘Baa2’, and Fitch has graded RWE one rating higher at ‘BBB+’, with a stable rating outlook. [REDACTED]

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

	Current	FY 2022	FY 2021	FY 2020
Moody’s Rating	Baa2	Baa2	Baa2	Baa3
Outlook	Stable	Stable	Stable	Positive
Fitch Rating	BBB+	BBB+	BBB+	BBB
Outlook	Stable	Stable	Stable	Stable

The following reports are included as appendices:

- Appendix 6.3-1 Annual report 2020 RWE AG
- Appendix 6.3-2 Annual report 2021 RWE AG
- Appendix 6.3-3 Annual report 2022 RWE AG
- Appendix 6.3-4 Audited financial statement 2020 RWE AG
- Appendix 6.3-5 Audited financial statement 2021 RWE AG
- Appendix 6.3-6 Audited financial statement 2022 RWE AG
- Appendix 6.3-7 Fitch rating report RWE AG 2023
- Appendix 6.3-8 Moody’s credit opinion RWE AG 2023

National Grid annual reports, financial statements, and credit rating reports

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, 2023, NGNA reported operating revenues of \$14.3B and operating income of \$1.8B, with total assets valued at \$65.3B. NGNA is the ultimate US parent of National Grid’s direct shareholder in COSW, NGV OSW Holdings, LLC. Moody’s and S&P consistently certify NGNA’s creditworthiness within the “investment grade” category. As shown in Table 6.3-3, Moody’s currently assigns NGNA a senior unsecured rating of ‘Baa2’ and S&P’s assigns a comparable ‘BBB’ senior unsecured rating. Moody’s and S&P’s highlighted NGNA’s continued large scale and lower-risk electricity transmission and distribution operations.

[Redacted text block]

[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]

[Redacted text block]

[Redacted text block]

[Redacted text block]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[Redacted Section Header]

[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]

[Redacted Section Header]

[Redacted Text Block]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted text block]

[REDACTED]

6.3.4 Experience financing large-scale offshore wind projects

We will leverage RWE's 20-years of experience financing, developing, and operating 19 offshore wind farms globally as well as RWE's and National Grid's combined experience financing 50 renewable projects across the United States.

COSW is a joint venture formed explicitly for the development, construction, and operations of a wind farm in the seabed lease area OCS-A 0539 in the New York Bight. [REDACTED]

[REDACTED] As a major milestone, on 24th October 2023, New York State Governor Kathy Hochul announced that NYSERDA provisionally awarded a 1.3 GW OREC offtake contract as part of the State's third solicitation for offshore wind. [REDACTED]

[REDACTED] Further description of our project team experience is found in Section 6.1.2. Appendix 6.1-1 provides an overview of similar projects that each ultimate parent company has had a role in developing, financing, owning, and operating.

6.4 Equipment, Development, and Logistics Plan

NYSERDA 2023 Offshore Wind Solicitation ORECRFP23-1

[REDACTED]81
[REDACTED]89
[REDACTED]90
[REDACTED]100

3 List of figures

Figure 6.4-1 Circularity maximization approach.....	85
[REDACTED].....	86
[REDACTED].....	86
[REDACTED].....	88
[REDACTED].....	89
[REDACTED].....	90

NYSERDA solicitation requirements

Our Equipment, Development, and Logistics Plan addresses each requirement described by NYSERDA in ORECRFP23-1.

Table 6.4-1 Equipment, Development, and Logistics Plan solicitation requirements

Solicitation requirement	Section
Solicitation Requirement 6.2.6.4 Preliminary Engineering Plan	6.4.3, 6.4.4
1. Type of turbine and sub-station foundation, Offer Capacity, and radial export cable transmission technology	
2. Primary Components to be used, including the manufacturer or proposed manufacturer and location of manufacturing for each.	6.4.2
3. 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.	6.4.2
4. Other equipment or service vendors identified/considered	6.4.2, 6.4.3
5. Design and performance history of the selected Primary Components and equipment	6.4.3, 6.4.4
6. 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
7. 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).	6.4.2, 6.4.3, 6.4.4
Solicitation Requirement 6.2.6.4 Construction and Logistics	6.4.6, 6.4.8
1. List the major tasks or steps associated with deployment of the proposed Project and the necessary specialized equipment (e.g., vessels, cranes)	
2. 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	6.4.8
3. Identify the marine terminals and other waterfront facilities that will be used to stage, assemble, and deploy the Project for each stage of construction	6.4.7.1, 6.4.8
3a. 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).	Not applicable
3b. 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	6.4.7.1

property rights, including the proposed timeline. Include these plans and the timeline in the overall Project Schedule in Section 6.2.5.1.

3c. Identify any joint use of existing or proposed real property rights for marine terminal or waterfront facilities. 6.4.7.1

4. 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. 6.4.8

5. 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). 6.4.7.2

Solicitation Requirement 6.2.6.4 Operating Parameters 6.4.12
Provide 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).

Provide all the expected operating constraints and operational restrictions for the Project, the reason for the limitation, and characterize any applicable range of uncertainty. 6.4.10

Provide all the expected operating constraints and operational restrictions for the Project, the reason for the limitation, and characterize any applicable range of uncertainty. 6.4.10

6.4.1 Equipment, Development, and Logistics Plan Summary

Community Offshore Wind's phase two project will be engineered, installed, and operated by a world-class team. We will leverage the extensive experience and capabilities of our ultimate parent companies, RWE and National Grid. RWE is the second largest offshore wind developer globally and brings over 20 years of experience in designing, constructing, and operating offshore wind farms in Europe, along with over 100 years of experience in operations and maintenance. National Grid has more than 20 years of experience operating and maintaining electric and gas infrastructure in New York State, and today serves over 2.5 million customers in the state; as well as 10 years of experience developing and servicing High Voltage Direct Current (HDVC) infrastructure in Europe (see Section 4).

Our team has developed a robust Equipment, Development, and Logistics Plan. We consider the following throughout this section:

Engineering design and procurement

We developed a comprehensive, proven approach to the major components of the offshore wind farm (wind turbine generator, foundation, and inter-array cables) and transmission system (off- and onshore converter stations, mesh facilities, export cables, and interconnection cables) described in Section 6.4.3 and 6.4.4. Our overarching design philosophy is to minimize technical and supply risk while optimizing for cost, circularity, and minimal environmental impact.

Construction and logistics

We developed a plan that leverages the combined experience of our parent companies to manage the complexity and project risks to safely construct the wind farm without delays. This plan includes an offshore transport and installation approach which complies with the Jones Act, ensures reliable procurement of critical vessels for major deployment tasks, and avoids or minimizes environmental impacts, see section 6.4.6.

- [REDACTED]
- [REDACTED]

Operations

[REDACTED]

- Throughout operations, we will use a proven and comprehensive framework – incorporating design modularity and a robust spare parts strategy – to maintain high availability. When planned outages are required, we will schedule these works in periods that will have minimal impact on the customer and the grid, see section 6.4.7.

Approach	Component	Potential Supplier(s)	Manufacturing location	Procurement Status
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

6.4.3.2 Wind turbine foundations

The wind turbine foundation plays a critical role in securing the wind turbine generator to the seabed throughout a range of environmental conditions over its design life. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

6.4.3.3 Inter-array cables

The inter-array cables enable in-field transmission of power generated by offshore wind turbines to offshore converter stations by connecting multiple array circuits. We considered cost, technical viability (cable ampacity and transmission voltage), and commercial viability (supplier capability limits, production capacity, and logistics) to determine the suitable inter-array cables package.

[REDACTED]

6.4.4 Design and choice of transmission system components

We leverage National Grid's more than 20 years of experience operating onshore transmission systems in New York, and its industry-leading HVDC expertise, to inform the design of our transmission system components. All transmission system components will be designed and manufactured to comply with all applicable and relevant standards. The main components of our transmission system are described below.

6.4.4.1 The HVDC transmission system

The HVDC transmission facility is a critical element linking the offshore wind farm to the onshore transmission network. The HVDC system voltage class determines the power delivery capability, voltage of the substations and interconnection cables, and the resulting cost of electricity.

[REDACTED]

[REDACTED]

[REDACTED]

We recognize that the offshore wind industry is quickly evolving, and we are consequently dedicated to incorporating more efficient and advanced technology into our project as it becomes viable. For example, we will install online monitoring for our substations that will collect data that helps identify issues early in the failure process and allows for efficient, proactive maintenance during planned outages. This method increases safety, while saving time and money.

[REDACTED]

6.4.4.2 Offshore converter station

The primary function of the offshore converter station is to collect, stabilize, and transform electricity generated from the wind turbines into a higher voltage to reduce electrical losses prior to exporting the power to land via export cables.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

6.4.4.3 Export cables

The export cables provide the safe and reliable transmission of electricity from the offshore substation to the onshore interconnection point. A robust design choice will ensure efficient delivery up to the NYISO single-contingency limit with minimal electricity loss and optimal cost efficiency.

[REDACTED]

[REDACTED]

6.4.4.4 Onshore converter stations

The onshore substations convert electricity from direct current (DC) to alternating current (AC) waveforms and ensure transmission with minimal electrical loss, given a sufficiently high voltage level.

[REDACTED]

[REDACTED]

6.4.4.5 Interconnection cables

[REDACTED] Such cables are used widely across the industry and National Grid has broad experience installing and operating them in New York State.

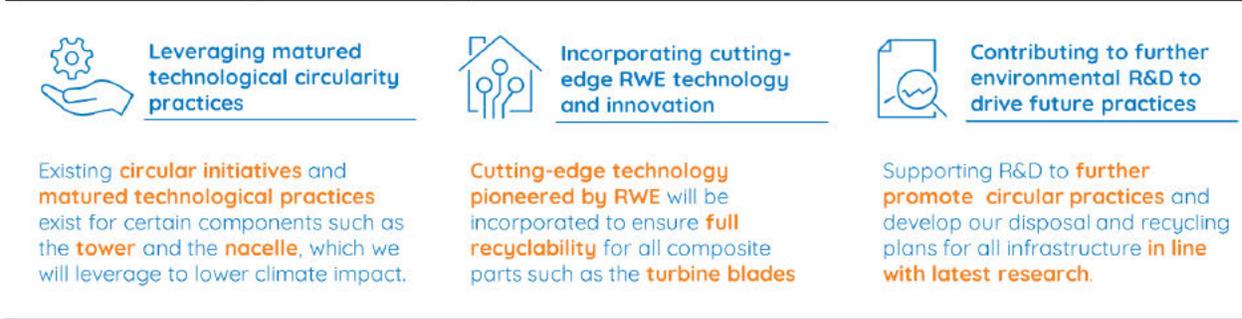
[REDACTED]

6.4.5 Design considerations for circularity and environmental impact

6.4.5.1 Design considerations for circularity

We will aim to maximize circularity in our wind farm by leveraging matured technology practices, incorporating cutting-edge technology, and contributing to further R&D efforts (see Figure 6.4-1).

Figure 6.4-1 Circularity maximization approach



Recyclability of the components. [REDACTED]

Research and development. RWE participates in the Circular Economy for the Wind Sector (CEWS) research project, under the aegis of Offshore Renewable Energy (ORE) Catapult. [REDACTED]

Design considerations for environmental impact. A fundamental part of designing and delivering our project's onshore and offshore components is a commitment to environmental stewardship, protecting wildlife and natural habitats. [REDACTED]

[REDACTED] For more details, please see our Environmental Mitigation Plan in Section 8.2.

6.4.6 Construction and logistics

[REDACTED]

[Redacted text block]

6.4.6.1 Procurement schedule for transport and installation

[Redacted text block]

[Redacted text block]

[Redacted text block]

6.4.6.2 Marine terminal selection

[Redacted text block]

[Redacted] In our marine terminal selection process, we will optimize for technical requirements (length of quays, storage space, pre-assembly space and bearing capacity), commercial viability, low installation costs (through onshore assembly), and maximization of economic benefits to New York State. [Redacted]

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

[Redacted text block]



[Redacted Section Header]

[Redacted Text Block]

[Redacted Text Block]

[Redacted Text Block]

[Redacted Text Block]

[Redacted Section Header]

[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]

[REDACTED]

[REDACTED]

Installation vessel(s) for scour protection installation

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
------------	------------	------------	------------	------------

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
------------	------------	------------	------------	------------

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
------------	------------	------------	------------	------------

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
------------	------------	------------	------------	------------

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
------------	------------	------------	------------	------------

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
------------	------------	------------	------------	------------

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
------------	------------	------------	------------	------------

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
------------	------------	------------	------------	------------

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
------------	------------	------------	------------	------------

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
------------	------------	------------	------------	------------

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
------------	------------	------------	------------	------------

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
------------	------------	------------	------------	------------

[REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

6.4.6.4 Offshore wind farm and transmission installation and commissioning plans

Scour protection

[REDACTED]

Wind turbine foundations

[REDACTED]

[REDACTED]

During the installation we will minimize the ecological impact by applying leading noise mitigation practices, leveraging RWE's experience of incorporating noise mitigation into 19 offshore wind projects.

[REDACTED]

[REDACTED]

Inter-array cables

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Wind turbine generators

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]

[REDACTED]

Offshore converter station and mesh facilities

[REDACTED]

[REDACTED]

[Redacted text block]

[Redacted text block]

Export cables

[Redacted text block]

[Redacted text block]

Onshore landfall and cable routing

[Redacted text block]

[Redacted text block]

[Redacted text block]

Onshore converter station

[Redacted text block]

[REDACTED]

6.4.7 Operations and maintenance

6.4.7.1 Past experience

We will rely on the capabilities and the expertise of our two ultimate parent companies in operating and maintaining the wind farm and transmission systems. RWE's large portfolio of offshore assets sets us 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.

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]

[REDACTED]

6.4.7.2 Operating constraints

[REDACTED]

[REDACTED] 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 wind turbine generators for fault-finding and scheduled maintenance without issue. Community Offshore Wind 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]

[REDACTED]

Health, safety, and environment

The Community Offshore Wind team and on-site OEM and contractor technicians will be required to participate in emergency response drills. 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. For more details on our approach to health, safety, and environment, refer to Section 6.5 and Section 8.2.

6.4.7.3 Operations and maintenance concept

[REDACTED]

- [REDACTED]

- [REDACTED]

[REDACTED]

Logistics

[REDACTED]

[Redacted text block]

[Redacted text block]

Operations and maintenance control center

[Redacted text block]

Wind turbine generator maintenance

[Redacted text block]

Balance of plant maintenance

[Redacted text block]

Transmission system maintenance

[Redacted text block]

6.5 Quality, Health, and Safety

NYSERDA 2023 Offshore Wind Solicitation ORECRFP23-1



6.5 Quality, Health, and Safety

1 Table of contents

6.5.1	Quality, Health, and Safety Summary	105
6.5.2	Demonstration of loss prevention	105
6.5.3	Disclosure of any Health/Safety Convictions or Enforcement Notices.....	107
6.5.4	Safety and security policies or best practices	107
6.5.5	High level hazard analysis and risk controls matrix	110

2 List of tables

Table 6.5-1	Quality, health, and safety solicitation requirements	104
	[REDACTED]	112

3 List of figures

	[REDACTED]	106
Figure 6.5-2	COSW's Life Saving Rules.....	108
	[REDACTED]	111

NYSERDA solicitation requirements

Our Quality, Health & Safety section addresses each requirement described by NYSERDA in ORECRFP23-1.

Table 6.5-1 Quality, Health, and Safety solicitation requirements

Solicitation requirement	Section
Demonstration of loss prevention through risk observation, near miss, and incident reporting and tracking systems.	6.5.2
Disclosure of, any Health/Safety Convictions and any Health/Safety Enforcement Notice(s) in the past 10 years.	6.5.3
Examples of the Project Team 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, 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.	6.5.4
A High-level hazard analysis and risk controls matrix identifying the most severe hazards to Project quality and security and human health and safety, and the mitigative measures to be taken to reduce both the likelihood and / or severity of those hazards.	6.5.5

6.5.1 Quality, Health, and Safety Summary

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

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 recurrence.

COSW promotes a caring safety and environmental culture in everything it does to prevent harm to people, assets, local environment and the wider planet and society. [REDACTED]

[REDACTED] COSW requires its contractors to have the same philosophy and dedication. This means each contractor is expected to adopt, implement and enforce rules and practices necessary for the safe and environmentally responsible performance of their work activities. [REDACTED]

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.

COSW has established a set of Life Saving Rules covering the key areas where the most potential for serious incidents exists, such as working at height, lifting operations, energy isolation, dropped objects, and more. These rules aim to strengthen existing HSE performance and promote appropriate safety-critical behaviors and practices.

Finally, COSW follows RWE's Quality Management Framework, which defines the key processes for quality planning, assurance, and control. The framework is based on a risk-based approach that mitigates technical risks over the asset's lifecycle and validates the quality of suppliers and their products/services. The framework also supports continuous improvement and the prevention of quality defects.

6.5.2 Demonstration of loss prevention

COSW's culture of health and safety is engendered by its two ultimate parent companies to ensure a safe work environment for team members and deliver a safe, reliable, and resilient system for the communities it serves. The practices, protocols and commitments made by RWE and National Grid form the foundation of COSW's health and safety culture.

[REDACTED]

[REDACTED]

The aim of our incident management system is to provide a detailed approach to managing safety. This provides our team with the framework to prepare, test and react to emergency situations. Further, through notifications, reports and investigations of all HSE incidents, near misses and observations, our team is able to identify gaps in the organization's processes and procedures. Through an in-depth understanding of the root causes of all incident categories, we believe it is possible to learn lessons, and define, specify and implement the necessary preventive and corrective measures. That will prevent re-occurrence. It is in the spirit of continuous improvement that we will achieve our KPI goals.

Our Incident Management Directive outlines the procedure for reporting, notifying and investigating incidents. It goes into the requirements for reporting with regards to the different incident severity classifications that can occur and who to notify when the event occurs. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

HSE observations, e.g., ranging from unsafe conditions or actions to positive observations, are recorded daily. 100% of these records are transmitted to our HSE team for review and discussion.

[REDACTED]

[REDACTED]

[REDACTED] Above certain thresholds, incidents and metrics are briefed at the highest levels of the company in order to provide board members with full transparency to ongoing operations. All incidents that occur at any project and during any phase of the project are tracked in our HSE incident reporting system.

For all further development phase activities and the construction phase the same system of observations, notifications and investigations will be used.

6.5.3 Disclosure of any Health/Safety Convictions or Enforcement Notices

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

6.5.4 Safety and security policies or best practices

COSW promotes a caring HSE culture in everything it does to prevent harm to people, assets, local environment and the wider planet and society. COSW commitments to HSE are recorded in its HSE policy (Appendix 6.5-1). We acknowledge that New York and/or Local Municipalities may have more restrictive regulatory requirements than those outlined in the global offshore best practices or safety policies. Where this is the case, the minimum standard expected to be achieved shall be the more stringent standard. COSW has assembled an experienced with a long-standing history of safe working practices. Therefore, COSW is armed with the knowledge and expertise to couple both global best practices with local regulations to ensure we meet and exceed compliance requirements of the region.

[We Care principles](#)

Each individual has an active role to play in continuously promoting healthy behaviors and healthy workplaces. Leaders and managers are responsible for ensuring that team members have access to support needed for wellbeing. COSW is committed to the promotion or positive physical and mental well-being for all our teams. Additionally, COSW has a company mindset called We Care. This mindset is more than a safety slogan but rather a company philosophy that aims to create a safe, respectful, collaborative working culture where people feel that they are valued by the organization. We Care applies to all employees and the expectation is that all contractors understand and participate in We Care. The We Care principles are the following:

We Care Together: We are personally committed at all levels in the organization, to create a safe and healthy workplace, protect the environment and constantly strive to find safer ways of working.

We Are Brave In Our Decisions: We empower and expect everybody to intervene in unsafe or unhealthy situations, so we can all enjoy tomorrow.

We Continually Improve: We will openly and regularly discuss our HSE performance and will continually improve our performance for a sustainable life.

COSW Life Saving Rules

The Life Saving Rules (Figure 6.5-2) are designed to support the We Care principles by strengthening the existing HSE management performance and drive appropriate safety critical behaviors and practices. They include topics such as working at height, lifting processes, energy isolation, dropped objects and more. These are the lifesaving rules because these are the areas that have the most potential for a severe incident to occur – and so significant attention is given to these to prevent a serious injury.

Figure 6.5-2 COSW's Life Saving Rules



COSW's Health and Safety Requirements for Contractors

Contractors are a critical part of COSW's HSE culture and we expect that all contractors will participate in HSE initiatives workshops and industry HSE initiatives as required. This means each contractor is expected to adopt, implement and enforce rules and practices necessary for the safe and environmentally responsible performance of their work activities. Contractors should actively encourage personnel to intervene where they witness unsafe behaviors and deviations from the normal procedure. The goal is to empower people from all parts of the business at any level to step in and feel comfortable stopping unsafe work without any sort of repercussions for doing so.

COSW's Health and Safety Requirements for Contractors stipulate the different HSE requirements to which contractors to COSW are expected to comply. The requirements stated in this document form the basis for any contracts between COSW and any third-party contractor and are based on COSW's own standards to HSE. The Health and Safety Requirements for Contractors follow HSE standards:

- [Redacted]

IT and Cybersecurity Measures

[REDACTED]

[REDACTED]

6.5.5 High level hazard analysis and risk controls matrix

Hazards to human health and safety and mitigation measures

The hazard and risk analysis (HAZID) is owned by the contractors performing their specific scope of work for the project. COSW ensures the process is developed in alignment with the Safety Management System (SMS) requirements and with the participation of all relevant project personnel in the review/revision process. COSW personnel will participate in all HAZID processes.

[REDACTED]

- [REDACTED]
- [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Top risks for SI works include adverse weather, dockside activities, equipment deployment and recovery (environmental and geophysical), journey management, man overboard, medical emergency, shallow water operations, simultaneous operations, and slips trips and falls. There is often overlap in terms of hazards when comparing the different vessels. Some common mitigation measures include engineering out risks, providing pre-job training, ensuring that all personnel wear the appropriate PPE for each task, having regular toolbox talks, inspecting equipment prior to use, and stop work authority for all involved personnel regardless of position. [REDACTED]

[REDACTED]

The Quality Business Directive defines the rationale, principles, key components and objectives of the Quality Management Framework (QMF) used with specific reference to the management of the following key processes:

- **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/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:

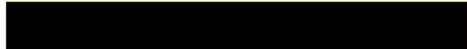
- Mitigating technical risks during assets life cycle;
- Allowing to focus resources where they will deliver the biggest benefit;
- Early identification of supplier risk, reducing the impact on project cost and schedule through an increased chance of successful mitigation;
- Improved consistency between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

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

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 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/components and will be used by the global quality team to prevent audit duplication.

6.6 Project Risk Register

NYSERDA 2023 Offshore Wind Solicitation ORECRFP23-1



1 Table of contents

6.6.1	Project Risk Register Introduction.....	117
6.6.2	Risk Management Process	118
6.6.3	Risk Register	118

2 List of tables

Table 6.6-1	Project risk register solicitation requirements	116
-------------	---	-----

3 List of figures



.....	118
-------	-----

NYSERDA solicitation requirements

Our Project Risk Register addresses each requirement described by NYSERDA in ORECRFP23-1.

Table 6.6-1 Project risk register solicitation requirements

Solicitation requirement	Section
The Proposal must include 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.	[REDACTED]
The 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.	[REDACTED]
The Project risk register should be included in Microsoft Excel format structured as follows:	[REDACTED]
1. Each sheet should correspond to the key Project phases: Development, Construction and Installation, Operations and Maintenance, and Decommissioning.	[REDACTED]
2. 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.	[REDACTED]
3. 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).	[REDACTED]

[REDACTED]

Section 6 – Project Development Plan Appendices

- 6.1-1 [REDACTED]
- 6.1-2 [REDACTED]
- 6.1-3 [REDACTED]
- 6.3-1 Annual report 2020 RWE AG
- 6.3-2 Annual report 2021 RWE AG
- 6.3-3 Annual report 2022 RWE AG
- 6.3-4 Financial Statements 2020 of RWE AG
- 6.3-5 Financial Statements 2021 of RWE AG
- 6.3-6 Financial Statements 2022 of RWE AG
- 6.3-7 [REDACTED]
- 6.3-8 [REDACTED]
- 6.3-9 Annual report 2020/21 National Grid plc
- 6.3-10 Annual report 2021/22 National Grid plc
- 6.3-11 Annual report 2022/23 National Grid plc
- 6.3-12 Consolidated financial statement 2020/21 National Grid North America Inc
- 6.3-13 Consolidated financial statement 2021/22 National Grid North America Inc
- 6.3-14 Consolidated financial statement 2022/23 National Grid North America Inc
- 6.3-15 [REDACTED]
- 6.3-16 [REDACTED]
- 6.3-17 [REDACTED]
- 6.3-18 [REDACTED]
- 6.3-19 [REDACTED]
- 6.5-1 [REDACTED]
- 6.5-2 [REDACTED]
- 6.6-1 [REDACTED]

Appendix 6.1-1

This document contains confidential information and is therefore excluded from this public version.

Appendix 6.1-2

This document contains confidential information and is therefore excluded from this public version.

Appendix 6.1-3



This document contains confidential information and is therefore excluded from this public version.

Appendix 6.3-1 Annual Report 2020 RWE AG

Please see RWE AG Annual Report 2020 available here: [rwe.com/-/media/RWE/documents/05-investor-relations/finanzkalender-und-veroeffentlichungen/2020-Q4/2021-03-16-rwe-annual-report-2020.pdf?sc_lang=en](https://www.rwe.com/-/media/RWE/documents/05-investor-relations/finanzkalender-und-veroeffentlichungen/2020-Q4/2021-03-16-rwe-annual-report-2020.pdf?sc_lang=en)

Appendix 6.3-2 Annual Report 2021 RWE AG

Please see RWE AG Annual Report 2021 available here: https://www.rwe.com/-/media/RWE/documents/05-investor-relations/finanzkalender-und-veroeffentlichungen/2021-GJ/2022-03-15-rwe-annual-report-2021.pdf?sc_lang=en

Appendix 6.3-3 Annual report 2022 RWE AG

Please see RWE AG Annual Report 2022 available here: <https://www.rwe.com/-/media/RWE/documents/05-investor-relations/finanzkalender-und-veroeffentlichungen/2022-GJ/2023-03-21-rwe-annual-report-2022.pdf>

Appendix 6.3-4 Financial Statements 2020 of RWE AG

Please see RWE AG Financial Statements 2020 available here: https://www.rwe.com/-/media/RWE/documents/05-investor-relations/finanzkalender-und-veroeffentlichungen/2020-Q4/2021-03-16-financial-statements-of-rwe-ag-2020.pdf?sc_lang=en

Appendix 6.3-5 Financial Statements 2021 of RWE AG

Please see RWE AG Financial Statements 2021 available here: https://www.rwe.com/-/media/RWE/documents/05-investor-relations/finanzkalender-und-veroeffentlichungen/2021-GJ/2022-03-15-financial-statements-of-rwe-ag-2021.pdf?sc_lang=en

Appendix 6.3-6 Financial Statements 2022 of RWE AG

Please see RWE AG Financial Statements 2022 available here: <https://www.rwe.com/-/media/RWE/documents/05-investor-relations/finanzkalender-und-veroeffentlichungen/2022-GJ/2023-03-21-financial-statements-of-rwe-ag-2022.pdf>

Appendix 6.3-7

This document contains confidential information and is therefore excluded from this public version.

Appendix 6.3-8

This document contains confidential information and is therefore excluded from this public version.

Appendix 6.3-9 Annual report 2020/21 National Grid plc

Please see National Grid Annual Report 2020/21 available here:

<https://www.nationalgrid.com/document/142166/download>

Appendix 6.3-10 Annual report 2021/22 National Grid plc

Please see National Grid Annual Report 2021/22 available here:

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

Appendix 6.3-11 Annual report 2022/23 National Grid plc

Please see National Grid Annual Report 2022/23 available here:

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

Appendix 6.3-12 Consolidated financial statement 2020/21 National Grid North America Inc

Please see National Grid North America financial statements 2020/21 available here:
<https://www.nationalgrid.com/document/143736/download>

Appendix 6.3-13 Consolidated financial statement 2021/22 National Grid North America Inc

Please see National Grid North America financial statements 2021/22 available here:
<https://www.nationalgrid.com/document/147336/download>

Appendix 6.3-14 Consolidated financial statement 2022/23 National Grid North America Inc

Please see National Grid North America financial statements 2022/23 available here:

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

Appendix 6.3-15

This document contains confidential information and is therefore excluded from this public version.

Appendix 6.3-16

This document contains confidential information and is therefore excluded from this public version.

Appendix 6.3-17

This document contains confidential information and is therefore excluded from this public version.

Appendix 6.3-18

This document contains confidential information and is therefore excluded from this public version.

Appendix 6.3-19

This document contains confidential information and is therefore excluded from this public version.

Appendix 6.5-1



This document contains confidential information and is therefore excluded from this public version.

Appendix 6.5-2



This document contains confidential information and is therefore excluded from this public version.

Appendix 6.6-1



This document contains confidential information and is therefore excluded from this public version.