



FLATIRONenergy

Streetcar Storage

Appendix A – Bidder Response Form

Massachusetts Department of Energy Resources Section 83E 2026 Request for Proposals
for Long-Term Contracts for Energy Storage Projects

October 8, 2026

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PUBLIC VERSION



Section 83E Request for Proposal Application Form

Applicant Information	
Applicant	Streetcar Storage LLC
Contact	Colin Schofield
Address	100 Summer St., 16 th Floor, Boston, MA 02110
Phone	[REDACTED]
Email	[REDACTED]

Section A-1: Certification, Project, and Pricing Data

The Certification, Project and Pricing Data (“CPPD”) document is provided as an attachment to this RFP response: [REDACTED]

[REDACTED]

Section A-2: Executive Summary of the Proposal

The bidder is required to provide an executive summary of the project proposal that includes a complete description of the proposed Energy Storage System bid, the proposed contract term and pricing schedule, interconnection plan, the overall project schedule and other factors the bidder deems to be important. A table summarizing proposal(s) including details such as storage project location, interconnection location(s), capacity (MW), duration (hours), projected annual average CPECs or Environmental Attributes (if applicable), energy storage technology to be deployed, commercial operation date, pricing (e.g., \$/CPEC, \$/environmental attribute, \$/MWh), etc. is encouraged. Bidders submitting multiple Transmission Projects or Distribution Projects must provide an executive summary for each project.

Streetcar Storage LLC (“Streetcar”, “Streetcar Storage”, or the “Project”) is a proposed transmission-connected, [REDACTED] lithium iron phosphate battery energy storage system (BESS) with a 4-hour duration, located at [REDACTED]. Please see the table below for a summary of the proposal.

Proposal Summary	
Storage Project Location	[REDACTED]
Interconnection Location	[REDACTED]
Capacity (MW)	[REDACTED]
Duration (hours)	4 hours
Projected Annual Average CPECs	[REDACTED]
Energy Storage Technology	Lithium-ion battery energy storage
Commercial Operation Date	12/31/2029
Pricing (\$/CPEC)	[REDACTED]

[REDACTED]

The Project is backed by an experienced Massachusetts storage developer with demonstrated access to capital. Flatiron is supported by Hull Street Energy, substantial sponsor equity commitments, and a \$250 million corporate credit facility. Flatiron has secured approximately

\$540 million of financing commitments for Taft Storage [REDACTED], providing directly relevant precedents for financing and constructing Streetcar. [REDACTED]

[REDACTED]

Section A-3: Operational Parameters and Operational Schedule

3.1 Energy Storage System Operations Project Summary – Please provide the following:

Project Summary	
i. Identify if New or Existing Facility, or an upgrade to Existing Facility:	New Facility
ii. Technology Type (e.g., mechanical, chemical, thermal):	Electrochemical battery energy storage
iii. Technology Description (e.g., battery chemistry, thermal storage medium):	Lithium ion – Lithium iron phosphate (LFP)
iv. Point of Interconnection Deliverability Restrictions (if any):	[REDACTED]
v. Nameplate MW AC (at 100% project completion):	[REDACTED]
vi. Net Contract MW AC (at 100% project completion):	[REDACTED]
vii. Charge rate (MW):	[REDACTED]
viii. Discharge rate (MW):	[REDACTED]
ix. Storage Energy (MWh):	[REDACTED]
x. Discharge Duration at Full-Rated Capacity (hours):	4 hours
xi. Charging Efficiency (%):	[REDACTED]
xii. Discharging Efficiency (%):	[REDACTED]
xiii. Round Trip Efficiency (%):	[REDACTED]
xiv. Other Characteristics of your system, including, if applicable, but not limited to: Depth of Discharge (%), Full Duty Cycle, etc.:	[REDACTED]
xv. Max/ Min cycles per year, season, and per day:	[REDACTED]

3.2 Describe the operation of the proposed Energy Storage System: (i.e. run hour limitations, ramp rates, spinning reserves, regulation up, regulation down). Please provide proposed operational management terms that memorialize the operational commitments of the facility.

Streetcar Storage is a battery energy storage system (BESS) designed to maximize operational flexibility and benefit both the local and regional transmission system. The project can provide a blend of different products including Energy, Capacity, and ancillary services including Regulation, Ten-Minute Spinning Reserve, Ten-Minute Non-Spinning Reserve, Thirty-Minute Operating Reserve, Energy Imbalance Reserve, and Reactive Supply and Voltage Control. [REDACTED]

[REDACTED]

3.3 Describe the location of the Energy Storage System, in terms of:

i. The anticipated interconnection point

[REDACTED]

ii. The value of the relative proximity of the system to large loads and/or any clean energy generation facility, including any decreased risk of curtailment and/or deferred investment for the generation facility

[REDACTED]

iii. How the location of the Energy Storage System may impact the operation of fossil-fuel based generators (e.g. reduced ramping, peaker displacement, etc.)

[REDACTED]

iv. If the project location is in proximity to other Energy Storage Systems

Streetcar Storage is not co-located with another Energy Storage System [REDACTED].

v. How the location was strategically located to maximize grid benefits and align with transmission and distribution planning priorities, such as deferring or eliminating the need for costly transmission and distribution upgrades

[REDACTED]

3.4 Describe the proposed technology and equipment manufacturer by name and model (include inverter characteristics if applicable).

[REDACTED]

3.5 Describe the viability and operational reliability of the proposed technology and track record of the manufacturer. Provide examples of similar applications of the same size and scope and evidence of meeting operational delivery plans in other energy storage projects.

The Streetcar Storage project has identified Tier 1 partners that offer best-in-class quality and performance for the major components of the project. Flatiron's selection process is based on safety – both inherent to the product and at an integrated system level – as well as track record for delivering quality products on time, domestic production and/or service capabilities, and optimizing the overall system design. Detailed below are the major suppliers currently supporting the Project.

[REDACTED]

3.6 Please provide an Environmental Attribute delivery plan and a charge/discharge profile for the proposed project, including supporting documentation. This documentation may be either an hourly storage use schedule or planned charge and discharge schedule. In your plan, please account for forecasted weather data and market assumptions over the life of the proposed contract. The energy production/delivery profile must provide the expected Generation to be delivered into the ISO-NE market settlement system by the Energy Storage System to allow the Evaluation Team to determine the reasonableness of your projections. Such information should be consistent with the charge/discharge profile provided above and also considering any and all constraints to physical delivery into ISO-NE. Describe the operation of the Energy Storage System, including whether the proposed Energy Storage System will be classified as a Binary Storage Facility or Continuous Storage Facility, the designation of the ISO-NE Markets that the Energy Storage System would participate in, and the plan to operate in multiple ISO-NE Markets.

The Project would generate Environmental Attributes, including CPECs in accordance with the planned CPEC profile set forth below and in the CPPD form. [REDACTED]

[REDACTED]

The Project will be classified as a Continuous Storage Facility with ISO-NE. Streetcar expects to participate in the Day-Ahead and Real-Time Energy Markets, Forward Capacity Market, ancillary services markets, and other ISO-NE markets that may become available to Energy Storage Facilities during the contract term. Participation across these markets would be co-optimized while maintaining sufficient state of charge to support the projected CPEC delivery schedule.

[REDACTED]

3.7 Please describe how, as a Qualified Energy Storage System as defined in 225 CMR 21.00 Clean Peak Energy Standard (CPS), the storage system will meet the CPS requirements to operate primarily to store and discharge renewable energy. Specifically, please describe any co-location or contractual pairing with an RPS qualified resource, describe/include plans for charging coincident with periods of typically high renewable energy production, or include an operational schedule in the Qualified Energy Storage System's Interconnection Service Agreement demonstrating that the Qualified Energy Storage System serves to resolve load flow or power quality concerns otherwise associated with intermittent renewable energy resources.

The Project is a standalone Qualified Energy Storage System and is not co-located or contractually paired with an RPS-qualified resource. The Project would satisfy the requirement to operate primarily to store and discharge renewable energy pursuant to 225 CMR 21.05(2)(c) by charging coincident with periods of typically high renewable energy production during the applicable Wind-Based and/or Solar-Based Energy Storage Charging Windows.

[REDACTED]

3.8 Please list and describe all anticipated revenue streams associated with the Energy Storage System, including, but not limited to, the designation of the ISO-NE Markets that the Energy Storage System would participate in, the plan to operate in multiple ISO-NE Markets, and revenue streams from other third-party contracts/arrangements. For existing facilities, describe existing operations, revenues, and participation in ISO-NE Markets and describe any planned changes in operation, participation in ISO-NE Markets, and revenue streams.

The Project's anticipated revenue streams include: (i) payments for qualifying CPECs delivered

under the proposed Section 83E Long-Term Contracts; [REDACTED]

The Project expects to participate in the ISO-NE Day-Ahead and Real-Time Energy Markets and to qualify for and participate in the Forward Capacity Market, subject to applicable ISO-NE requirements and commercial considerations. The Project also expects to participate in applicable ancillary services markets, which may include Regulation, Ten-Minute Spinning Reserve, Ten-Minute Non-Spinning Reserve, Thirty-Minute Operating Reserve, Energy Imbalance Reserve, and Reactive Supply and Voltage Control, to the extent eligible and commercially appropriate. The Project may participate in new or modified ISO-NE market products that become available to Energy Storage Facilities during the operating term.

[REDACTED]

3.9 Maintenance Outage Requirements – Specify partial and complete planned outage requirements in weeks or days for all generation facilities and associated facilities required for the delivery of energy from the generation facilities to the delivery point. 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).

Please see response in Sections 12.1-12.3 for proposed Operations and Maintenance plans for the Project. [REDACTED]

3.10 Operating Constraints – Specify all the expected operating constraints and operational restrictions for the project (e.g., limits on the number of hours a unit may be operated per year or unit of time or charge / discharge cycles per year).

[REDACTED]

3.11 Degradation mitigation plan – If applicable to the proposal’s technology type, specify the anticipated degradation rate (absent any mitigation) and plan for mitigation of output degradation (e.g., augmentation schedules or over build plans).

[REDACTED]

Section A-4: Environmental Attribute Delivery Plan

4.1 For each Transmission Project and Distribution Project being bid, please provide documentation and information demonstrating that the project will deliver into the Distribution Companies' NEPOOL GIS accounts, GIS Certificates representing CPECs and any other Environmental Attributes, as applicable associated with the energy storage project. Please describe whether transfer of all GIS Certificates is authorized under the current ISO-NE GIS rules and protocols, or if a rule or protocol change is required. To the extent such change is required, please provide details regarding the proposal and the process for implementing the change.

Yes. The Bidder will deliver to the Distribution Companies' designated NEPOOL GIS accounts the GIS Certificates representing CPECs and any other applicable Environmental Attributes associated with the Project, in accordance with the applicable Storage Environmental Attribute Purchase Agreements.

[REDACTED]

Section A-5: Financial and Legal

5.1 Except for existing Energy Storage Systems, which do not need to demonstrate that a long-term contract under Section 83E is necessary to facilitate financing, please submit information and documentation that demonstrates that long-term contracts resulting from this RFP Process would either permit the bidder to finance, or refinance, its proposal that would otherwise not be financeable or assist the bidder in obtaining financing of its proposal.

[REDACTED]

5.2 Please provide a description of the business entity structure of the bidder's organization from a financial and legal perspective, including all general and limited partners, officers, directors, managers, members and shareholders, involvement of any subsidiaries supporting the project, and the providers of equity and debt during project development. Provide an organization chart showing the relationship between the equity and debt participants and an explanation of the relationships. For jointly owned facilities, identify all owners and their respective interests, and document the Bidder's right to submit a binding proposal.

[REDACTED]

5.3 Please provide a description of the financing plan for the project, including construction and term financing. The financing plan should address the following:

- i. Who will finance the project (or are being considered to finance the project) and the related financing mechanism or mechanisms that will be used (i.e. convertible debenture, equity or other) including repayment schedules and conversion features

[REDACTED]

- ii. The project's existing initial financial structure and projected financial structure

[REDACTED]

- iii. Expected sources of debt and equity financing

[REDACTED]

- iv. Estimated construction and other costs to develop and operate the project**

[REDACTED]

- v. The projected capital structure**

[REDACTED]

- vi. Describe 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.**

[REDACTED]

- vii. In addition, the financing plan should address the status of the above activities as well as the financing of development and permitting costs. All bidders are required to provide this information.**

[REDACTED]

5.4 Please describe any financial commitments to enter into long-term contracts with businesses, nonprofit organizations, a municipality or group of municipalities, or other sources of long-term revenue.

[REDACTED]

5.5 Please describe the status of the commitments with any offtakers, including any executed agreements, provided that such agreements may be contingent on the project being selected for contracting under this RFP.

[REDACTED]

5.6 Provide documentation illustrating the experience of the bidder in securing financing for projects of similar size and technology. For each project previously financed provide the following information:

- i. Project name and location**
- ii. Project type and size**
- iii. Date of construction and permanent financing**

iv. Form of debt and equity financing

v. Current status of the project

[REDACTED]

5.7 Please provide evidence that the bidder has the financial resources and financial strength to complete and operate the project as planned, including contingencies for project delays or cost overruns.

[REDACTED]

5.8 Please provide details of any financial difficulties by the bidder or any of its past or present affiliates which impaired the viability and/or financing of the development and construction of projects of similar type, size, and complexity of the proposed eligible project or other large scale renewable energy project, including any past terminated projects and claims of financial difficulties. Bidders must demonstrate how the proposed eligible project materially differs from any past projects and demonstrate fully the financial viability of the project as bid.

Neither Streetcar Storage LLC, Flatiron, nor any of Flatiron's past or present affiliates have experienced financial difficulties that impaired the viability or financing of a project of similar type, size, or complexity. [REDACTED]

[REDACTED]

5.9 Describe the assumptions applied by Bidder regarding forecast changes in project costs during the contract term, interest rates over the development period, key input commodity prices, and the methodology used to establish the project contingency amount. Additionally, describe the assumptions made regarding forecasted revenue from other sources (including but not limited to energy arbitrage, capacity and ancillary services markets, or other contractual arrangements) as well as the measure of discount applied to the value of these other revenue streams. Bidder must explain why these assumptions are reasonable and describe and quantify how the project as proposed is designed to absorb sufficient risk to ensure the project can be successfully financed at the proposed price.

[REDACTED]

5.10 Provide complete copies of the most recent audited financial statement

and annual report for each bidder for each of the past three years; including affiliates of the bidder (if audited statements are not available, reviewed or compiled statements are to be provided). Also, provide the credit ratings from Standard & Poor's and Moody's (the senior unsecured long term debt rating or if not available, the corporate rating) of the bidder and any affiliates and partners.

Flatiron is not a publicly traded company and does not have a credit rating from Standard & Poor's or Moody's.

Bidder's owner, Flatiron Energy Capital LLC, has included its most recent financial statements [REDACTED].

5.11 Please also include a list of the board of directors, officers and trustees for the past three years and any persons who the bidder knows will become officers, board members or trustees.

Flatiron's Board of Directors is composed of the company's managing partners, Juliana Mandell, Robert Brink, and Jonathan Poor, together with representatives appointed by its parent company, Hull Street Energy. Key officers or representatives include Juliana Mandell, Chief Commercial Officer; Jonathan Poor, Chief Operations Officer; Robert Brink, Chief Executive Officer; Scott Schwartz, Chief Development Officer; and Dan Myers, Chief Financial Officer. Flatiron is not aware of any additional persons who will become officers, directors, or trustees prior to bid submission.

5.12 The bidder should demonstrate its ability (and/or the ability of its credit support provider) to provide the required security, including its plan for doing so.

Flatiron has the financial resources and liquidity necessary to provide and maintain the required credit support for Streetcar Storage. [REDACTED]

[REDACTED]

5.13 Provide a description of any current or recent credit issues/ credit rating downgrade events regarding the bidder or affiliate entities raised by rating agencies, banks, or accounting firms.

There are no current or recent credit issues or credit rating downgrade events to report since Flatiron Energy and its subsidiaries are not rated.

5.14 Describe the role of the Federal Investment Tax Credit ("ITC"), and any other incentives or awards, on the financing of the project. In your response,

please describe (a) your plan to qualify for the ITC and the level of the ITC for which you plan to qualify, (b) the facilities, investment in which, the ITC is expected to apply, (c) your plan to utilize the tax credits and the relationship to your financing plan, and (d) how qualification for the ITC is reflected in your proposed pricing. Please also describe qualification plans, applicability and utilization of any other Federal incentives or awards.

Bidders must clearly state their assumptions regarding the availability of federal or state tax credits, subsidies, or grants or other incentives, including but not limited to those available under the Inflation Reduction Act of 2022 (IRA), the Infrastructure Investment and Jobs Act of 2022, and the One Big Beautiful Bill Act (the “OBBBA”).

Bidders should describe any plans to meet federal domestic content and labor requirements in order to maximize federal tax credits available to the project under the IRA and the OBBBA . Bidders must also describe plans to pursue state funding available to energy storage projects.

As part of the provisions of the OBBBA, the Bidder must describe the credibility and status of compliance with “foreign entities of concern” (FEOC) and provide compliance documentation (e.g. preparation of non-FEOC reports, certifications, or existing safe harbor provisions). In addition to describing how bidder will qualify and demonstrate initial compliance with FEOC, bidder must also provide a description of bidder’s plan to remain compliant throughout the life of the project, including but not limited to retaining effective control of the project throughout its lifecycle, to avoid any recapture of ITC.

[REDACTED]

5.15 Bidders must disclose any litigation or disputes in the last three-year period related to projects developed, owned or managed by bidder or any of its affiliates in the United States, or related to any energy product sale agreement.

Flatiron is not party to any pending or threatened litigation or disputes of any kind related to projects developed, owned, or managed by Flatiron or its affiliates in the United States. Flatiron is also not party to any pending or threatened litigation or disputes related to the purchase or sale of energy, capacity, environmental attributes, or other energy products. Flatiron has not experienced any failures to achieve commercial operation dates under other long-term

contracts.

5.16 What is the expected operating life of the proposed project? What is the depreciation period for all substantial physical aspects of the bid, including generation facilities, delivery facilities to move power to the grid, and mandatory and voluntary transmission or distribution system upgrades?

[REDACTED]

5.17 Has the bidder already obtained financing, or a commitment of financing, for the project? If financing has not been obtained, explain how obtaining a long-term agreement as proposed will help you in obtaining financing for the proposed project, in obtaining more favorable terms for the financing of the proposed project, or in supporting the future capital investment.

[REDACTED]

5.18 State whether the bidder or its affiliates have executed agreements with respect to energy, CPECs and/or capacity for the proposed project (including any agreements that have been terminated) and provide information regarding the associated term and quantities, and whether bidder has been alleged to have defaulted under or breached any such agreement. State whether the bidder or its affiliates have submitted proposals to other buyers, the status of consideration of such proposals, and the impact of such proposal(s), if they result in an executed contract or contracts, on the proposal(s) submitted in response to this RFP.

[REDACTED]

5.19 List all of the Bidder's affiliated entities and joint ventures transacting business in the energy sector.

[REDACTED]

5.20 Has Bidder, or any affiliate of Bidder, in the last five years, (a) consented to the appointment of, or been taken in possession by, a receiver, trustee, custodian or liquidator of a substantial part of its assets, (b) filed a bankruptcy petition in any bankruptcy court proceeding, (c) answered, consented or sought relief under any bankruptcy or similar law or failed to obtain a dismissal of an involuntary petition, (d) admitted in writing of its inability to pay its debts

when due, (e) made a general assignment for the benefit of creditors, (f) been the subject of an involuntary proceeding seeking to adjudicate that Party bankrupt or insolvent, (g) sought reorganization, arrangement, adjustment, or composition of it or its debt under any law relating to bankruptcy, insolvency or reorganization or relief of debtors?

Flatiron has not undergone any of the instances described in 5.20 (a) through 5.20 (g).

5.21 Briefly describe any known conflicts of interest between bidder or an affiliate of bidder and any Distribution Company, or any affiliates of the foregoing.

Flatiron has no known conflicts of interest with the Distribution Companies.

5.22 Describe any litigation, disputes, claims, complaints or notices of violation or potential violation involving the project or other energy storage projects involving the bidder or an affiliate of the bidder.

Flatiron is not party to any pending or threatened litigation, disputes, claims, complaints, notices of violation, or potential violations related to the Project or other energy storage projects under development, ownership, or management by Flatiron or its affiliates.

5.23 Describe any failures by the bidder and/or its affiliates to achieve commercial operation dates under other long-term contracts. Bidders should also provide a credible description of how the current proposed project will avoid similar project delays or development issues.

Flatiron has not experienced any failures to achieve commercial operation dates under other long-term contracts. [REDACTED]

5.24 Describe any litigation, disputes, claims or complaints involving the bidder or an affiliate of bidder, against any Distribution Company or any affiliate of any Distribution Company.

Flatiron is not party to any pending or threatened litigation or disputes of any kind against the Distribution Companies.

5.25 Describe any litigation, disputes, claims or complaints, or events of default or other failure to satisfy contract obligations, or failure to deliver products, involving bidder or an affiliate of bidder, and relating to the purchase or sale of energy, capacity or environmental attributes or products.

Flatiron is not party to any pending or threatened litigation or disputes of any kind related to the purchase or sale of energy, capacity or environmental attributes or products.

5.25 Confirm that neither bidder nor any directors, employees or agents of bidder, nor any affiliate of bidder are currently under investigation by any governmental agency, and that none of the above have in the last four years been convicted or found liable for any act prohibited by State or Federal law in any jurisdiction involving conspiracy, collusion or other impropriety with respect to bidding on any contract, or have been the subject of any debarment action (detail any exceptions).

Flatiron confirms that neither Bidder nor any directors, employees or agents of Bidder, nor any affiliate of Bidder are currently under investigation by any governmental agency, and that none of the foregoing have in the last four years been convicted or found liable for any act prohibited by State or Federal law involving conspiracy, collusion or other impropriety with respect to bidding on a contract, nor have been subject to any debarment action.

5.26 Identify all regulatory and other approvals needed by bidder to execute a binding sale agreement.

Bidder is authorized to execute a binding sale agreement. [REDACTED]

5.27 Describe how the project will conform to FERC's applicable regulatory requirements, including, but not limited to, FERC requirements relating to allocation of transmission capacity and open access, the justness and reasonableness of rates, the potential for undue preference or discrimination, and affiliate dealings, if any. Describe how your proposed approach is consistent with FERC precedent and ratemaking principles.

Streetcar Storage will operate in compliance with the rules set in the ISO-NE Open Access Transmission Tariff (OATT). The OATT has been approved by FERC as just and reasonable and ensures that all transmission owners and customers have fair and open access to the transmission system. As all transmission-connected projects in ISO-NE abide by it, the OATT ensures that no project will have undue preference.

5.28 Describe and document any and all direct and indirect affiliations and affiliate relationships, contractual, financial or otherwise in the past three years between the bidder and one or more of the Distribution Companies and their affiliates, including all relationships in which one of the Distribution Companies or their affiliates has a financial or voting interest (direct or indirect) in the bidder or the bidder's proposed project. These relationships include:

- i. Corporate or other joint arrangements, joint ventures, joint operations whether control exists or not;**
- ii. Minority ownership (50% or less investee);**
- iii. Joint development agreements;**
- iv. Project agreements;**
- v. Operating segments that are consolidated as part of the financial reporting process;**
- vi. Related parties with common ownership;**
- vii. Credit, debenture, and financing arrangements, whether a convertible equity feature is present or not;**
- viii. Wholly owned subsidiaries; and**
- ix. Commercial (including real property) relationships with any Distribution Company**

Flatiron does not have any direct or indirect affiliations or affiliate relationships with any of the Distribution Companies other than standard third-party agreements for the interconnection of Flatiron's projects under development. There is no ownership overlap of Flatiron's projects with the Distribution Companies.

Section A-6: Interconnection, Deliverability, and Reliability

Please answer the following questions in Section A-6 for each Transmission Project and Distribution Project being bid:

6.1 Please provide documentation to show evidence of the interconnection request or application to ISO-NE or the applicable Distribution Company. For Transmission Projects, provide evidence of a commitment to interconnect to the ISO-NE PTF at a level equivalent to the Capacity Capability Interconnection Standard, or alternatively at the Network Resource Interconnection Standard under a Surplus Interconnection Service arrangement where the Original Interconnection Customer receives Capacity Network Resource Interconnection Service. For Distribution Projects, provide documentation describing the steps the project will take to screen for and, if applicable, establish equivalent Capacity Network Resource Capability (eCNRC) Please describe the status of any planned interconnection to the grid.

[REDACTED]

6.2 Provide studies that describe the Project's electrical system performance, its impact to the reliability of the New England Transmission system, how the project would satisfy ISO NE's I.3.9 requirements, and how the project, for Transmission Projects, will interconnect at an equivalent to the Capacity Capability Interconnection Standard or, for Distribution Projects, establish eCNRC. Projects that do not have I.3.9 approval from ISO-NE must include technical reports or system impact studies that approximate the ISO-NE interconnection process, including but not limited to clear documentation of study technical and cost assumptions, reasoning, and justification of such assumptions. All projects must also provide analysis that approximates the ISO-NE CCIS interconnection analysis as defined in the applicable ISO-NE Planning Procedure(s). Please also provide the status and expected completion date of any additional interconnection studies already underway with ISO-NE and/or the transmission owner. All studies must follow the current ISO-NE interconnection procedures and detail any assumptions regarding resources ahead of the Project in the ISO-NE interconnection process as defined in the ISO-NE tariff and/or Planning Procedure(s). All network

upgrades identified in these studies must be clearly documented and included in the bid price. Provide a copy of an interconnection agreement, if any, executed by the bidder with respect to the proposed project. If an interconnection agreement has not been executed, please provide the steps that need to be completed before an interconnection agreement can be executed and the associated timeline.

[REDACTED]

- i. **Copy of completed I.3.9 approval or I.3.9-equivalent study attached:** ☒ **If none, please explain:**

[REDACTED]

- ii. **Copy of completed CCIS-equivalent study attached:** ☒ **If none, please explain:**

[REDACTED]

- iii. **Copy of Interconnection Agreement attached:** ☒ **If none, please explain:**

[REDACTED]

- iv. **Additionally, any other studies undertaken by ISO-NE, the Distribution Company(s), or the bidder must be provided**

[REDACTED]

6.3 If multiple Transmission Project interconnection requests or Distribution Project interconnection applications have been made, please specify all such active requests which have not been superseded by subsequent requests and information regarding the status of each. Provide copies of any requests made and studies completed.

[REDACTED]

6.4 Please provide cost estimates for any and all necessary network (transmission and/or distribution) upgrades identified in the studies identified in 6.2, or otherwise known to the bidder, and any payments that have been made towards those upgrades.

[REDACTED]

6.5 Provide the electrical models for both Transmission and Distribution Projects for transmission level power flow analysis of all energy resources supporting the proposed project in accordance with the filing requirements of the ISO-NE Tariff Schedule 22 and 23. Distribution Projects should indicate the substation bus (not feeder) at which injected power is expected. NOTE: Short-circuit, stability, and PSCAD models are not required.

- i. **Power flow modeling data attached: ☒ If none, please explain:**

[REDACTED]

6.6 Provide a copy of an electrical one-line diagram showing the interconnection facilities, the relevant facilities of the transmission and/or distribution provider, and any required network upgrades identified in the studies required in section 6.8 of this document

- i. **Electrical one-line diagram attached: ☒ If none, please explain:**

[REDACTED]

6.7 Specify and describe the current or new interconnection facilities (lines, transformers, switching equipment, system protection and controls, etc.) that bidder owns or is intending to construct or have constructed in order to deliver the proposed energy, to the extent presently known.

[REDACTED]

6.8 Please detail with supporting information and studies (as available) that the production/delivery profile contemplated in your proposal reflects constraints or curtailments, if any, after the upgrades that are expected to take place for a Transmission Project, pursuant to interconnection at an equivalent to the CCIS. For a Distribution Project, detail any transmission or distribution upgrades expected to take place to establish eCNRC, to the extent presently known. If you are planning to make voluntary upgrades beyond those associated with the CCIS-equivalent standard or the eCNRC, please describe the transmission and/or distribution network upgrades necessary, their estimated cost (for which the bidder would have cost responsibility), and the impact on the proposed generation schedule by reducing remaining constraints or curtailments.

[REDACTED]

Section A-7: Siting, Permitting and Community Support

Please answer the following questions in Section A-7 for each Transmission Project and Distribution Project being bid:

7.1 This section addresses permitting and other regulatory issues associated with project siting, development and operations for all phases of the project (including generation, delivery, storage, interconnection, etc.), and in all jurisdictions (state, local, federal). Provide a site plan (or plans) including a map (or maps) that clearly identifies the location of the proposed project site, energy storage project locations, the assumed right-of-way width, the total acreage for the Energy Storage System, the anticipated interconnection point (or, if applicable, multiple interconnection points), the related transmission and interconnection facilities, deployment facilities, and the relationship of the site to other local infrastructure, including transmission and distribution facilities, roadways, federal and state waters, and waterways. In addition to providing the required map(s), provide a site layout plan which illustrates the location of all major equipment and facilities described above

Plan included? Yes ☒ No ☐ If not, please explain:

[REDACTED]

7.2 Identify any real property rights (e.g., fee-owned parcels, rights-of-way, development rights or easements or leases, or options to purchase or lease) that provide the right to use the energy storage site any rights of way needed for interconnection.

[REDACTED]

- i. Does the project have a right to use the eligible facility site for the entire proposed term of the LTC (e.g., by virtue of ownership or land development rights obtained from the owner)?

Yes ☒ No ☐ If not, please explain.

- ii. If so, please detail the bidder's rights to control the Energy Storage System site and interconnection locations.

[REDACTED]

- iii. **Describe the status of acquisition of real property rights, any options in place for the exercise of these rights and describe the plan for securing the necessary real property rights, including the proposed timeline. Include these plans and the timeline in the overall project timeline.**

[REDACTED]

- iv. **Identify any joint use of existing or proposed real property rights**

[REDACTED]

- v. **Provide a copy of each of the leases, agreements, including option agreements, easements, rights of way and related documents granting the right to use the energy storage system site and transmission and interconnection locations (and applicable letters of intent if formal agreements have not been executed)**

[REDACTED]

7.3 Provide evidence that the Energy Storage System site and interconnection locations are properly zoned or permitted. If the Energy Storage System site and interconnection locations are not currently zoned or permitted properly, identify present and required zoning and/or land use designations and permits and provide a permitting plan and timeline to secure the necessary approvals.

[REDACTED]

7.4 Permitting plan and timeline - Enter appropriate explanation in this space or reference applicable attachment(s) Start Date: End Date:

[REDACTED]

7.5 Provide a description of the area surrounding the Energy Storage System site and interconnection locations, including a description of the local zoning, flood plain and aquifer information, existing land or waterway use, and setting.

[REDACTED]

7.6 If the bidder does not have interconnection facilities site control describe

the status of the plan to obtain that control.

[REDACTED]

7.7 Provide a list of all the permits, licenses, and environmental assessments and/or environmental impact statements required to construct and operate the project and progress towards each of them to date. Along with this list, identify the governmental agencies and municipalities that are responsible for issuing approval of all the permits, licenses, and environmental assessments and/or environmental impact statements. If a bidder has secured any permit or has applied for a permit, please indicate this in the response.

[REDACTED]

7.8 Provide the anticipated timeline for seeking and receiving the required permits, licenses, and environmental assessments and/or environmental impact statements. 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. All requirements should be included in the project schedule in Section 10.

[REDACTED]

7.9 Provide information (a) demonstrating past and current productive relationships with host communities, federally recognized and state acknowledged tribes, Environmental Justice communities and other stakeholders; and (b) demonstrating your track record of avoiding, minimizing, and mitigating environmental, tribal, and environmental justice impacts from energy storage projects similar to the proposed project.

The Streetcar Stakeholder Engagement Plan provides a summary of current and future stakeholder engagement activities for the Project. Flatiron Energy assessed community, tribal, and environmental justice considerations for the Streetcar Storage project [REDACTED].

[REDACTED]

7.10 Provide documentation identifying the level of public support for the project including letters from public officials, newspaper articles, etc. Include information on specific host community and localized support and/or opposition to the project of which the bidder is aware. Provide copies of any

agreements with communities and other constituencies impacted by the project. Provide a stakeholder map and a plan for community engagement activities and targeted stakeholder outreach.

[REDACTED]

Section A-8: Safety Plan

Please answer the following questions in Section A-8 for each Transmission Project and Distribution Project being bid:

8.1 Please attach as detailed a safety plan as possible, given the stage of the project, which demonstrates compliance or intent to comply with all relevant federal, state, and local laws, codes, and standards. Safety plans must at a minimum comprise the following elements:

- i. **Energy Storage System project drawings: Provide final, draft, or preliminary project drawings, including as much detail as known at the time of bid submission.**

Please see the attached MA 83E_Streetcar_A8_Fire Protection Site Plan.

- ii. **Fire protection datasheets: Provide final, draft, or proposed technology fire protection system datasheets for the project.**

[REDACTED]

- iii. **UL equipment listings and certifications: List plans to comply with the applicable UL equipment listings and certifications. Optionally, bidders may provide supplemental commentary related to UL equipment listings and certifications that they believe may be relevant or useful to the Evaluation Team for the purpose of evaluating the bid.**

The Project is being developed using equipment that has been tested, certified, and evaluated to applicable UL standards commonly referenced by national model codes, Massachusetts regulations, and industry best practices for battery energy storage systems. Flatiron intends to procure and install equipment that has completed the applicable product-safety certifications, thermal-runaway testing, electrical-safety evaluations, transportation testing, and system-level performance assessments necessary to support safe deployment and operation.

[REDACTED]

- iv. **Hazard mitigation analysis: Provide a final, draft, or plans to develop a project site-specific Hazard Mitigation Analysis (HMA), addressing thermal runaway, mechanical failures, and other potential equipment failures.**

[REDACTED]

- v. Emergency response plan: Provide a final, draft, or plans to develop a project site-specific Emergency Response Plan (ERP).**

Please see the attached MA 83E_Streetcar_A8_Streetcar_Emergency Response Plan.

- vi. Safety training materials: Provide final, draft, or plans to develop project site-specific safety training materials.**

Please see the attached MA 83E_Streetcar_A8_Streetcar Draft Emergency Response Plan Training.

- vii. Explosion control: Provide final, draft, or plans to develop project-specific explosion control designs, including plans to comply with the applicable UL test results standards and plans to comply with applicable NFPA requirements.**

[REDACTED]

8.2 Please include a discussion on incident preparedness and address all steps the project has taken to avoid potential safety issues, mitigate safety issues when they occur, and protect property, personnel, and the surrounding community.

Please refer to the following attachments:

- MA 83E_Streetcar_A8_Flatiron Energy HMA Streetcar
- MA 83E_Streetcar_A8_Streetcar_Emergency Response Plan

The Project is designed, constructed, commissioned, and operated with a comprehensive focus on safety, reliability, and protection of personnel, property, and the surrounding community. Safety and incident preparedness are integrated into each stage of the Project lifecycle. The following measures summarize the Project's approach to preventing safety incidents, mitigating incidents that may occur, and maintaining ongoing preparedness.

[REDACTED]

Together, these measures provide a layered approach to incident prevention, early detection, response, containment, and continuous improvement. This approach is intended to minimize the likelihood and potential consequences of safety incidents and protect Project personnel,

emergency responders, nearby property, and the surrounding community throughout the Project lifecycle.

8.3 Please describe plans and measures to operate the facility safely, including but not limited to monitoring and maintenance procedures, mitigation features and potential failure modes.

Operating the facility safely is the highest priority of Flatiron. The Project has been designed with multiple layers of protection—through monitoring systems, routine maintenance, and built-in safety features—to ensure safe and reliable operation throughout its lifetime.

[REDACTED]

In summary, the facility is designed and managed with continuous monitoring, robust maintenance practices, engineered mitigation systems, and emergency response plans. Together, these measures ensure safe, reliable operation while protecting the personnel, community, and property.

8.4 Please describe consequences resulting from various levels of potential failures and safety events.

The Battery Energy Storage System (BESS) has been designed with multiple layers of prevention, detection, safety, and containment, to reduce the likelihood of a safety event and mitigate potential impacts to personnel, property, the surrounding community, and the environment. The potential consequences of different levels of equipment failure and safety events are described below.

[REDACTED]

8.5 Please discuss intentions to continuously improve the safety practices while operating the facility, such as plans for regular safety audits and feedback mechanisms.

Safety is not treated as a one-time design feature, but as an ongoing commitment throughout the life of the facility. The Project's operations plan includes proactive measures to ensure that safety practices continue to evolve based on changes in applicable requirements, industry experience, lessons learned, and stakeholder feedback.

[REDACTED]

Through recurring audits, inspections, training, emergency-response planning, and stakeholder feedback, the Project will maintain a continuous-improvement approach to safety throughout its operating life. This framework is intended to support the ongoing protection of personnel, emergency responders, property, and the surrounding community.

8.6 Please describe reporting protocols, both internally and externally.

The Facility will maintain clear procedures for incident reporting to support prompt communication, coordination, and compliance with applicable regulatory requirements. Reporting protocols will cover both internal notification and escalation within the Project team and external reporting to emergency responders and regulatory authorities.

[REDACTED]

Together, these reporting protocols ensure that:

- Emergency responders are alerted promptly.
- Regulatory agencies receive timely, accurate information in accordance with MA requirements.
- Internal leadership maintains clear oversight and accountability.
- Post-incident reviews support continuous improvements in Project safety practices.

8.7 Please describe bidder's experience employing safety plans for similar projects currently under construction or in operation, including bidder's approach to risk assessment, design standards, and coordination with local authorities and emergency responders. Please describe how bidder's safety protocols have evolved over time.

Flatiron Energy has developed and implemented comprehensive safety programs for utility-scale battery energy storage projects currently under development, construction, and operation. Flatiron is applying this approach at Taft Storage, its 200 MW / 800 MWh battery energy storage project currently under construction in Uxbridge, Massachusetts. These programs include project-specific Health and Safety Plans (HASPs), Hazard Mitigation Analyses (HMAs), Emergency Response Plans (ERPs), quality-assurance and quality-control programs, and emergency-preparedness training for facility personnel and first responders. Safety considerations are integrated throughout the project lifecycle, from technology selection and engineering design through construction, operations, maintenance, and decommissioning.

Flatiron's approach to risk assessment is based on compliance with applicable industry codes, standards, and regulatory requirements, including NFPA 855, the International Fire Code (IFC), UL 9540, UL 9540A, OSHA requirements, and applicable state and local regulations. Project-specific hazard analyses are performed to evaluate credible failure scenarios, including thermal-

runaway events, protection-system failures, electrical faults, and equipment malfunctions. The results of these evaluations inform facility design, fire-protection features, emergency planning, operating procedures, and responder-training programs.

Flatiron maintains proactive engagement with Authorities Having Jurisdiction (AHJs), local fire departments, emergency-management agencies, utilities, and community stakeholders throughout project development and operation. This coordination includes design reviews, emergency-response planning meetings, site-familiarization visits, commissioning support, and emergency-responder training exercises. Emergency Response Plans are treated as living documents and are reviewed and updated periodically to reflect project changes, operating experience, evolving applicable requirements, and industry best practices.

Flatiron's safety protocols have evolved over time through continuous improvement and the incorporation of lessons learned from the broader energy storage industry. Advances in battery technology, updates to national codes and standards, improved emergency-response guidance, and enhanced hazard-mitigation methodologies have informed the Company's approach. Flatiron continuously monitors industry developments and safety research to strengthen project design, emergency preparedness, operating procedures, and stakeholder engagement, helping ensure that its projects reflect current safety requirements and relevant industry best practices.

8.8 Have any of bidder's prior projects experienced fire incidents, thermal events, or related safety concerns? If so, please summarize the circumstances, response actions taken, and lessons learned for each relevant facility and location.

Flatiron Energy has not experienced any fire incidents, thermal-runaway events, or related safety concerns at any of its battery energy storage projects, including projects under development or construction. Accordingly, there are no project-specific incidents, response actions, investigations, or corrective measures to report.

Despite this safety record, Flatiron actively monitors battery energy storage incidents across the industry and incorporates applicable lessons learned into its project design, emergency-response planning, operating procedures, training programs, and stakeholder-engagement efforts. This commitment to continuous improvement helps ensure that Flatiron's projects are designed, constructed, and operated in accordance with applicable industry standards, regulatory requirements, and current safety best practices.

8.9 The project is encouraged to include testimonials and statements of support from local governments and first responder organizations to demonstrate robust stakeholder communication and participation in the project's safety plan. Please also provide evidence of community engagement towards acceptance of the facility, or a plan to work towards such engagement and acceptance.

Flatiron Energy recognizes that the successful deployment of a battery energy storage system requires transparent communication, meaningful stakeholder engagement, and active collaboration with local emergency responders, municipal officials, and the surrounding community. Community acceptance and emergency preparedness are integral components of the Project's overall safety strategy.

[REDACTED]

Flatiron is committed to bringing this collaborative and solutions-oriented approach to Streetcar. Through proactive outreach, detailed emergency planning, and ongoing coordination with first responders, municipal officials, and community stakeholders, Flatiron will work to develop and operate the Facility in a manner that prioritizes public safety, responder preparedness, and community trust.

[REDACTED]

Section A-9: Engineering and Technology; Commercial Access to Equipment

This section includes questions pertinent to the engineering design and project technology. This section must be completed for all aspects of a project including but not limited to the Energy Storage System and associated operational plan and interconnection facilities. Bidders should provide information about the specific technology or equipment including the track record of the technology and equipment and other information as necessary to demonstrate that the technology is viable.

Please answer the following questions in Section A-9 for each Transmission Project and Distribution Project being bid:

9.1 Provide a reasonable but preliminary engineering plan which includes the following information:

- i. **Type of energy storage technology (e.g., mechanical, chemical, thermal) and the specific details of the energy storage technology and how it works**

The Project utilizes electrochemical energy storage technology in the form of lithium-ion batteries. The Project is utilizing Lithium Iron Phosphate (“LFP”) cells, which are widely deployed in both stationary energy storage systems as well as electric vehicles. LFP cells are generally preferred for stationary applications due to their increased thermal and chemical stability compared to other subchemistries.

Lithium-ion batteries work by moving lithium ions back and forth between the anode and cathode through an electrolyte solution. Under a charging scenario, an external source forces positively charged lithium ions to move from the cathode, through the electrolyte, to the anode where they are stored between layers of graphite. Negatively charged electrons flow through the external circuit into the anode to balance the charge in the system. The discharging scenario reverses this process by allowing the lithium ions to travel back to the cathode through the electrolyte, while the electrons flow through the external circuit.

The power conversion system (“PCS”) regulates the charging and discharging process and is responsible for converting AC power to DC during charging mode, and DC power to AC during discharging mode. It also is responsible for sourcing or absorbing AC reactive power to allow for a full four quadrant operation.

- ii. **Major equipment to be used including the components of the energy storage technology itself and surrounding system (e.g., inverter, enclosures, HVAC, meters, electrical and communication equipment, fire suppression).**

[REDACTED]

- iii. **Manufacturer of each of the equipment components listed above as well as the location of where each component will be manufactured.**

[REDACTED]

- iv. **Status of acquisition of the equipment components, including whether orders are in place and/ or production slots secured**

[REDACTED]

- v. **Whether the bidder has a contract for the equipment. If not, describe the bidder's plan for securing equipment and the status of any pertinent commercial arrangements**

[REDACTED]

- vi. **Equipment vendors selected/considered**

For all major equipment, the Project team evaluated all Tier 1 suppliers and selected the preferred OEM based on multiple different factors including product and system level safety, QA/QC programs and quality record, domestic production and/or service capability, product and technology maturity, and system integration requirements. Detailed below are a subset of the suppliers considered for the Project.

[REDACTED]

- vii. **Track record of equipment operations, including safety record**

[REDACTED]

- viii. **Include all UL certifications and other relevant industry codes and standards for key equipment including but not limited to storage modules, power conversion system, and/or integrated product certifications**

[REDACTED]

- ix. **Description of equipment warranties and guarantees, including terms and expiration**

[REDACTED]

- x. **If the equipment manufacturer has not yet been selected, identify in the equipment procurement strategy the factors under consideration for selecting the preferred equipment**

[REDACTED]

9.2 If the bidder has not yet selected the major equipment for a project, please provide a list of the key equipment suppliers under consideration.

[REDACTED]

9.3 Please identify the same or similar equipment by the same manufacturer that are presently in commercial operation including the number installed, installed capacity and estimated generation for the past three years.

[REDACTED]

9.4 For less mature technologies or equipment, provide evidence (including identifying specific applications) that the technology or equipment to be employed for energy production is ready for transfer to the design and construction phases. Also, address how the status of the technology or equipment is being considered in the financial and permitting plans for the project. Provide the status of testing/qualification for any equipment in development.

The Project's proposed equipment is based on commercially available utility-scale battery storage and high-voltage technologies. [REDACTED]

9.5 Please indicate if the bidder has a full and complete list of equipment needed for all physical aspects of the bid, including the Energy Storage System and all equipment required for the System to fulfill its operational plan, and mandatory and voluntary transmission or distribution system upgrades. Include OEM-supplied data sheets for all equipment. If bidder does not have a full and complete list of equipment, identify the areas of uncertainty and when the full and complete list of equipment will be identified.

[REDACTED]

9.6 Please indicate if the bidder has secured its equipment for all physical aspects of the bid, including the Energy Storage System and all equipment required for the System to fulfill its operational plan, and mandatory and voluntary transmission or distribution system upgrades. If not, identify the long-lead equipment and describe the timing for securing this equipment.

[REDACTED]

9.7 Does bidder intend to propose any technology (1) that it, its affiliates or parent companies have used in a prior project, (2) that has been involved in a fire or thermal event anywhere in the world and (3) that necessitated a root cause analysis? If yes, please submit the root cause analysis and related documentation as part of the bid package. If no, please state that this question is not applicable.

[REDACTED]

Section A-10: Project Schedule

A bidder must demonstrate that its proposal can be developed, permitted, financed, and constructed and be technically viable within a commercially reasonable timeframe. The bidder is required to provide sufficient information and documentation that shows that the bidder's resources, process and schedule are adequate for the acquisition of all rights, permits and approvals for all aspects of the project and for the financing of the project consistent with the proposed project milestone dates.

Bidders are required to provide a complete critical path schedule for the project from the notice of selection of the project for contract consideration to the start of commercial operations. For each project element, list the start and end date. The proposal must include a schedule with reasonable detail that demonstrates that the bidder has provided sufficient time for the application for, and receipt of, necessary permits, approvals, other commitments, project financing, completion of design work, and equipment procurement and construction in order to credibly complete the project reasonably consistent with the proposed Commercial Operation Date, meaning that the project is more likely than not to come online by the date that is projected within the proposal. If a bidder is developing the project in phases, it should include a schedule for each phase. For Transmission Projects, the bidder should include critical milestones in its markup to the Form LTC that are consistent with its proposal and are reasonably achievable.

Please answer the following questions in Section A-10 for each Transmission Project and Distribution Project being bid:

10.1 Identify the elements on the critical path. The schedule should include, at a minimum, preliminary engineering, financing, acquisition of real property rights, Federal, state and/or local permits, licenses, environmental assessments and/or environmental impact statements (including anticipated permit submittal and approval dates), completion of interconnection studies and approvals, procurement, facility contracts, start of construction, construction schedule, and any other requirements that could influence the project schedule and the commercial operation date.

Please refer to the attached MA 83E_Streetcar_A7_Permit Matrix and Timeline, which contains both the detailed permit matrix and a Project critical-path schedule covering engineering, site

control, permitting, interconnection, contracting, procurement, financing, construction, commissioning, and achievement of the targeted December 31, 2029, Commercial Operation Date.

[REDACTED]

10.2 Describe and demonstrate that the project is more likely than not to come online by the commercial operation date that is projected within the proposal, as evidenced by documents filed by the bidder showing the following:

- i. Commencement of permitting processes;**
- ii. A plan for completing all permitting processes;**
- iii. Environmental assessment;**
- iv. Viable financing plans along with detailed information requested in Section 2.2.2.4;**
- v. Viable installation and electrical interconnection plans;**
- vi. Material progress towards the acquisition of all real property rights; and**
- vii. Evidence of material vendor activity.**

[REDACTED]

10.3 Detail the status of all critical path items, such as receipt of all necessary siting, environmental, and ISO-NE or interconnecting Distribution Company approvals.

[REDACTED]

Section A-11: Construction and Logistics

This section of the proposal addresses necessary arrangements and processes for assembly, and deployment of major project components, including the Energy Storage System and all equipment required for the system to fulfill its operational plan, and other major components associated with delivery facilities.

Please provide a construction plan that captures the following objectives. If the project is being developed in phases, please break out the construction plan for each phase. Please answer the following questions in Section A-11 for each Transmission Project and Distribution Project being bid:

11.1 Please list the major tasks or steps associated with deployment of the proposed project and any necessary specialized equipment.

[REDACTED]

11.2 Please describe the proposed approach for staging and deployment of major project components to the project site.

[REDACTED]

11.3 List the party (e.g. the bidder, or equipment/service providers under contract to the bidder) responsible for each deployment activity and describe the role of each party. Describe the status of bidder's contractual agreements with third-party equipment/service providers.

[REDACTED]

Section A-12: Operations and Maintenance

Projects that can demonstrate that the operation and maintenance (“O&M”) plan, level of funding, and mechanism for funding will ensure reliable operations of all aspects of the project during the term of the contract are preferred.

Please answer the following questions in Section A-12 for each Transmission Project and Distribution Project being bid:

12.1 Provide an O&M plan for the project that demonstrates the long-term operational viability of the proposed project. The plan should include the location of the O&M base, a discussion of the staffing levels proposed for the project, the expected role of the project sponsor or equipment manufacturer/outside contractor, scheduling of major maintenance activity, and the plan for testing equipment.

[REDACTED]

12.2 Describe in detail the proposed O&M funding mechanism and funding levels to support planned and unplanned O&M requirements.

[REDACTED]

12.3 Describe the terms (or expected terms) of the warranties and/or guarantees on major equipment that the bidder is utilizing or proposing to utilize.

[REDACTED]

12.4 Describe the status of the project sponsor in securing any O&M agreements or contracts. Include a discussion of the sponsor’s plan for securing a medium-term or long-term O&M contract, including the expected provider of O&M services.

[REDACTED]

12.5 Provide examples of the bidder’s experience with O&M services for other similar projects.

[REDACTED]

Section A-13: Project Management and Experience

Bidders are required to demonstrate project experience and management capability to successfully develop and operate all aspects of the project proposed. The Evaluation Team is particularly interested in project teams that have demonstrated success in projects of similar type, size and technology and can demonstrate an ability to work together effectively to bring the project to commercial operation in a timely fashion.

For all project-specific questions in Section A-13, if bidding in multiple Transmission Projects or Distribution Projects, please answer each question for each Transmission Project or Distribution Project being bid.

13.1 Provide an organizational chart for the project that lists the project participants and identifies the corporate structure, including general and limited partners.

The organizational chart below shows the Project participants and identifies the corporate structure of the proposed Project.

[REDACTED]

13.2 Provide statements that list the specific experience of the bidder and each of the project participants (including, when applicable, the bidder, partners, and proposed contractors), in developing, financing, owning, and operating generating and delivery facilities, other projects of similar type, size and technology, and any evidence that the project participants have worked jointly on other projects.

Flatiron has assembled an experienced team with directly relevant capabilities in developing, financing, constructing, owning, and operating utility-scale battery energy storage projects.

[REDACTED]

Flatiron is currently advancing other directly relevant standalone battery energy storage projects in Massachusetts, including the following:

- **Taft Storage** is a 200 MW / 800 MWh project in Uxbridge, Massachusetts. Flatiron developed Taft from inception, including site identification and control, engineering and design, interconnection, permitting, equipment procurement, construction contracting,

financing, and commercial arrangements. In September 2025, Flatiron closed approximately \$540 million of construction, bridge, term-debt, letter-of-credit, preferred-equity, and tax-credit-transfer commitments for Taft. Taft is currently under construction, with commercial operations targeted for late 2026.

- **Energizar Storage** is a 250 MW / 1,000 MWh project in Chelsea, Massachusetts. Flatiron developed Energizar, secured Long-Term Contracts through the 2025 Massachusetts procurement, [REDACTED], and is advancing the project through early-stage construction, with commercial operations targeted for late 2027.

The same Flatiron teams responsible for the development, engineering, procurement, commercial arrangements, financing, and construction oversight of Taft and Energizar will support Streetcar. These projects provide directly relevant Massachusetts precedents for advancing large standalone BESS facilities through development, contracting, financing, and construction.

[REDACTED]

13.3 Provide a management chart that lists the key personnel dedicated to this project and provide resumes of the key personnel. Key personnel of the bidder's development team having substantial project management responsibilities must have:

- Successfully developed and/or operated one or more projects of similar size or complexity or requiring similar skill sets; and**
- Experience in financing power generation projects (or have the financial means to finance the project on the bidder's balance sheet).**

The Flatiron Energy leadership team has over 40 years of collective experience working in standalone energy storage and over 70 years of combined experience working in the power and finance industries. Flatiron's managing partners have worked together in various formations for over ten years and across three organizations. During that time, the Flatiron Energy leadership team has been directly responsible for successfully developing and delivering over 20 operational and profitable standalone energy storage projects.

The Flatiron Energy leadership team has:

- Led development or engineering for more than 80 front-of-the meter energy storage projects totaling over 10 GWh of clean energy infrastructure
- Procured over \$1.8 billion of BESS and energy equipment
- Closed financing on over \$40 billion of capital over 20 GW of assets

- Closed over \$5 billion of non-recourse project financing (both debt and tax equity) from leading project finance banks and investors for projects of similar size, scale, and complexity in the past five years

Flatiron brings substantial Massachusetts and regional experience to Streetcar. Flatiron developed and financed Taft Storage, a 200 MW / 800 MWh standalone BESS in Uxbridge, Massachusetts, and closed approximately \$540 million of financing commitments for Taft in September 2025. Flatiron managed Taft's site development, engineering, interconnection, permitting, equipment procurement, commercial arrangements, financing, and construction contracting. The same functional teams will apply that experience to Streetcar.

Flatiron is also advancing Energizar Storage, a 250 MW / 1,000 MWh standalone BESS in Chelsea, Massachusetts. Flatiron secured Long-Term Contracts for Energizar through the 2025 Massachusetts procurement [REDACTED]. Together, Taft and Energizar provide directly relevant precedents for developing, financing, and constructing large-scale storage projects in Massachusetts.

[REDACTED]

Leadership Team



Rob Brink, Chief Executive Officer

Rob has 20 years of experience in energy, consulting, and finance; with 11 years focused on energy storage. He has held leadership roles in financing, acquisitions, sales, and battery optimization. Prior to Flatiron, he worked at ENGIE Storage, Advanced Microgrid Solutions, General Electric, and Deutsche Bank. He holds a bachelor's degree and an MBA from Cornell University.



Jonathan Poor, Chief Operations Officer

Jonathan has 28 years of experience in the energy industry with 10 of those years focused on energy storage. He has held leadership roles in development, consulting, project management, and engineering. Prior to Flatiron, he worked at ENGIE Storage, National Grid, General Electric, and Navigant. He holds a bachelor's degree from Massachusetts Maritime Academy and an MBA from Babson College.

**Juliana Mandell, Chief Commercial Officer**

Juliana has 17 years of experience in the energy industry with 11 years focused on energy storage. She has held leadership roles in origination, project development, acquisitions, and market development. Prior to Flatiron, she worked at ENGIE Storage, General Electric, and Sungevity. Of note, she led first-of-a-kind commercial structuring and market development across over 20+ front-of-the-meter projects. She holds a bachelor's degree from the University of California at Berkeley and a master's degree from Columbia University.

**Scott Schwartz, Chief Development Officer**

Scott has 12 years of experience in the energy and energy consulting industry with five years focused on energy storage. He has held leadership roles in project development, portfolio management, site acquisition, and business development. Prior to Flatiron, he worked at RWE, where he was VP of East Development and oversaw a 9-GW portfolio of BESS, onshore wind, and PV assets. Scott holds a bachelor's degree from the University of Southern California and an MBA from Yale University. He is a veteran of the United States Navy.

**Dan Myers, Chief Financial Officer**

Dan has 14 years of experience in capital markets focusing on power generation across industry-leading developers and project sponsors. Across his career, Dan has led or participated in over \$21 billion of capital formation activities supporting over 10 GW of operating power generation or related assets. Prior to Flatiron, he worked with Intersect Power, Avantus, Monolith, and SunEdison. He graduated from St. Louis University with a bachelor's degree and is a CFA Charterholder.

13.4 Provide a listing of all projects the project sponsor has successfully developed or that are currently under construction. Provide the following information as part of the response:

- i. **Name of the project**
- ii. **Location of the project**
- iii. **Project type, size and technology**
- iv. **Commercial operation date**
- v. **Availability factor of the project for the past three years**

- vi. **Safety record**
- vii. **References, including the names and current addresses and telephone numbers of individuals to contact for each reference.**

[REDACTED]

The Flatiron leadership team also brings extensive experience developing, financing, constructing, and operating utility-scale energy storage projects in prior roles. Please see attachment MA 83E_Streetcar_A13_Flatiron Experience List for an indicative list of projects successfully developed by Flatiron team members before joining Flatiron. Additional information regarding Flatiron's direct experience with Taft and Energizar is provided in Sections 5.6 and 13.2. Flatiron is happy to provide more details on any project per request from the MA DOER.

13.5 If the bidder's previous project experience is primarily or entirely outside of Massachusetts and/or the Northeast, describe how the skills and perspectives of this non-local experience will be beneficial to successfully developing the bid(s) under this RFP.

Flatiron's project experience is primarily within Massachusetts and the Northeast. Through Taft, Energizar, Salt Cod, and Streetcar, Flatiron has substantial experience advancing large standalone BESS projects in the Commonwealth, including site control, ISO-NE interconnection, permitting, stakeholder engagement, equipment procurement, commercial contracting, financing, and construction. Taft is currently under construction, while Energizar is advancing through early-stage construction following an award in the 2025 Massachusetts procurement.

This Massachusetts experience is complemented by Flatiron's leadership team's broader experience developing and financing utility-scale energy-storage and power projects in other regions. That experience provides additional expertise in large-project execution, technology procurement, project finance, safety and operational planning, and management of complex contractor and stakeholder interfaces. Together, Flatiron's Massachusetts track record and broader national experience position the team to apply proven practices while successfully navigating the Commonwealth-specific requirements applicable to Streetcar.

13.6 With regard to the bidder's project team, identify and describe the entity responsible for the following, as applicable:

i. Construction Period Lender

[REDACTED]

ii. Operating Period Lender and/or Tax Equity Provider

[REDACTED]

iii. Financial Advisor

[REDACTED]

iv. Environmental Consultant

[REDACTED]

v. Facility Operator and Manager

[REDACTED]

vi. Owner's Engineer

[REDACTED]

vii. Transmission/Delivery Consultant

[REDACTED]

viii. Legal Counsel

[REDACTED]

13.7 Describe the experience and expertise of the bidder and project team needed to successfully develop, finance, construct, and operate and maintain its proposed eligible project on schedule and according to the bidder's commitments to a competitive procurement process. Describe the Bidder's continuity of corporate management through successful project development.

Prior to founding Flatiron, its managing partners worked together in various roles at organizations including ENGIE North America and General Electric. At Flatiron, each managing partner leads a core functional team responsible for advancing projects from development through financing, construction, and operations. This continuity of leadership provides consistent executive oversight throughout the Project lifecycle. Please see Sections 13.2 through 13.4 for additional information regarding Flatiron's project and management experience.

[REDACTED]

13.8 Describe the Bidder's track record developing similar projects, including consideration of any project delays, amendments, defaults, and performance issues, including on prior long-term contracts. Describe any prior failures to achieve commercial operation dates under other contracts and provide a credible description of how the current proposed project will avoid similar project delays or development issues if applicable.

Please see Sections 13.2 and 13.4 for additional information regarding Flatiron's experience developing and constructing comparable projects. To date, Flatiron has not experienced any material defaults, performance issues, or failures to achieve a contractual Commercial Operation Date under its long-term contracts. Flatiron leverages an experienced team, local expertise, and Tier 1 suppliers to help protect against project delays.

[REDACTED]

13.9 Describe the bidder's relevant experience supporting similar projects in a state or federal regulatory or judicial forum. This experience can be established with examples of one or more key member(s) of the development team advocating in favor of a similar project in a regulatory proceeding, before a court, or in another tribunal.

[REDACTED]

13.10 If the bidder or any of its past or present affiliates has either (1) been involved with a complex development project that failed, was withdrawn, or otherwise did not proceed, or (2) defaulted under, or agreed to terminate a contract for a complex development project, then the bidder should provide relevant details.

Flatiron has not been involved with any complex development project that failed or defaulted under/terminated a contract.

Section A-14: Economic Development and Employment Benefits, Transitioning Fossil Fuel Communities, Benefits to Low Income Ratepayers and Environmental Justice Communities, and Other Benefits

For all project-specific questions in Section A-14, if bidding in multiple Transmission Projects or Distribution Projects, please answer each question for each Transmission Project or Distribution Project being bid:

14.1 Please provide an estimate of the number of jobs to be created directly during project development and construction, and during operations, and a general description of the types of jobs created, duration of employment, estimated annual compensation, the employer(s) for such jobs, and the location. Employment impacts should be broken out by state and the region as a whole and highlight any impacts in economically distressed areas, including former fossil fuel communities. Please treat the development, construction, and operation and maintenance periods separately in your response. All information provided must be measurable.

[REDACTED]

14.2 Please describe employment opportunities for members of federally recognized and state acknowledged tribes in the Commonwealth, workers from low-income communities and certified minority-owned and women-owned small business enterprises in the Commonwealth, as well residents of any Environmental Justice neighborhoods impacted by the project.

[REDACTED]

14.3 Please describe project support for workforce harmony and community benefits through Community Benefits Agreements and workforce agreements with appropriate labor organizations for construction, renovation, reconstruction, alteration, installation, demolition, expansion, maintenance and repair, if applicable.

[REDACTED]

14.4 Please describe the status of any contractual commitments with respect to direct job creation and provide any pertinent agreements that have been executed, if applicable.

[REDACTED]

14.5 Please describe and quantify any other economic activity or development expected to result directly from the proposed project. Impacts should be broken out by state and the region as a whole and highlight any impacts in economically distressed areas or former fossil fuel communities. Direct economic activity/development will be evaluated based on scale relative to project size, credibility and firmness. Preference will be given to commitments that secure long-term benefits; begin to provide benefits during project development, construction, installation, and the first five years of operations; direct benefits to Environmental Justice populations and host communities.

[REDACTED]

14.6 Please demonstrate any benefits to low-income ratepayers in the Commonwealth and describe how the project minimizes and mitigates, to the extent feasible, ratepayer impacts. Benefits to low-income ratepayers may include, but are not limited to, projects that reduce the energy burden for low-income ratepayers through energy efficiency or renewable energy upgrades; direct funding of rate relief through grant programs, support of existing community programs or other funding opportunities. Describe the impact, if any, those benefits will have on the cost of the project.

[REDACTED]

14.7 Please describe benefits to transitioning fossil fuel communities, including how the community can be described as a fossil fuel community, including but not limited to hosting fossil fuel infrastructure such as fuel storage, delivery facilities, or fossil fuel generation facilities.

[REDACTED]

14.8 Please provide a diversity, equity and inclusion plan that includes a Workforce Diversity Plan and the Supplier Diversity Program Plan as outlined in Section 2.2.2.13 of the RFP.

Workforce Diversity Plan

Flatiron is proud of its culture, which respects and embraces the diversity of its people, their beliefs, and their ideas. As part of its hiring practices, Flatiron is committed to recruiting a diverse and qualified workforce at all levels of the organization.

Flatiron does not discriminate and is committed to providing equal opportunity for all employees, both current and prospective, and requires the same of all its contractors and suppliers.

The following is an excerpt from the Flatiron Energy Employee Handbook:

Flatiron Energy is an equal opportunity employer and does not discriminate. We extend equal opportunity to all individuals without regard to race, religion, color, sex (including pregnancy, sexual orientation, and gender identity), national origin, disability, age, genetic information, or any other status protected under applicable federal, state, or local laws.

Our policy reflects and affirms Flatiron Energy's commitment to the principles of fair employment and the elimination of all discriminatory practices.

Additionally, Flatiron Energy is a certified B Corporation, which requires inclusive and equitable practices in its hiring and employment practices.

A workforce diversity plan has been provided in the attachment MA 83E_Streetcar_A14_Workforce Diversity Plan.

Supplier Diversity Program Plan

Flatiron conducts transparent, competitive procurements for major equipment, construction, and service contracts. Supplier evaluations consider safety, quality, technical performance, relevant experience, domestic-content and supply-chain considerations, schedule, service capability, commercial terms, and opportunities for participation by qualified diverse suppliers.

[REDACTED]

14.9 Please describe the strategy and mechanisms to track and report on any applicable commitments, including progress in achieving promised employment and economic benefits and the goals in the diversity, equity and inclusion plan, based on the template provided in the Form MOU with DOER and any other supplemental plans for tracking and reporting.

Flatiron will conduct annual reporting in line with the requirements of the MOU as to be negotiated with the DOER. Please see Section 14.11 for additional detail.

14.10 Please provide a marked version of the Form MOU with DOER for this solicitation showing any specific proposed changes to the Form MOU. Bidders are discouraged from proposing any material changes or conditions to the Form MOU and any such changes will be considered in the Stage Two Qualitative Evaluation.

[REDACTED]

14.11 Please propose a strategy plan to track and report on the status of environmental justice impacts, and engagement and employment (training, recruitment and hiring goals) opportunities, based on the template provided in the Form MOU with DOER and any other supplemental plans for tracking and reporting.

[REDACTED]

14.12 Please describe experience with stakeholder engagement showing demonstrated past and current productive relationships with environmental, commercial and residential stakeholders, federally recognized and state acknowledged tribes, Environmental Justice, and track record of avoiding, minimizing, and mitigating environmental, tribal, environmental justice, and onshore impacts from projects similar to the proposed project.

Flatiron Energy has extensive experience building productive relationships with communities and stakeholders throughout the development of battery energy storage projects in Massachusetts. Through projects including Energizar in Chelsea and Taft in Uxbridge, Flatiron has worked collaboratively with municipal officials, environmental, commercial, residential, and other local stakeholders to understand community priorities, develop meaningful community benefits, and maintain open dialogue throughout project development. Flatiron's approach extends beyond permitting and includes continued engagement during construction and operations, with project-specific community engagement plans, accessible communications, and opportunities for ongoing community input.

[REDACTED]

Flatiron also incorporates Environmental Justice, tribal, environmental, and other onshore considerations into project planning and engagement. Flatiron seeks to identify potential impacts and community concerns early, incorporate stakeholder and technical input into project design, and implement measures to avoid, minimize, and mitigate impacts where appropriate. Flatiron is committed to ensuring that Environmental Justice communities have meaningful opportunities to participate.

[REDACTED]

14.13 Please describe extent to which the project demonstrates that it avoids, minimizes, or mitigates, to the maximum extent practicable, environmental impacts. Preliminary characterization of the potential environmental impacts facility and other infrastructure from pre-construction through the duration of the project,

[REDACTED]

14.14 Please describe extent to which the project demonstrates that it avoids, minimizes, or mitigates, to the maximum extent practicable, negative impacts on Environmental Justice populations and host communities, and extent to which the project directs positive benefits from the project to those communities.

[REDACTED]

Section A-15: Exception to Form Long-Term Contract

For Transmission Projects, please attach an explanation of any exceptions to the Form Long Term Contract set forth in Appendices B-1 and B-2. Comments to the proposed Form Long-Term Contract must include any specific alternative provisions in a redline format to the Form Long-Term Contract. If the bidder is proposing a phased project with each phase covered by a separate contract, the bidder should provide separate contracts for each phase with specific alternative provisions to the Form PPA in redline format.

Bidders are discouraged from proposing material changes to the Form Long-Term Contract. As provided in Section 2.2.5, the Distribution Companies reserve the right to reject certain mark-ups that add additional cost or risk. Selection of a project does not mean acceptance of the Bidder's mark-ups as bid.

Bidders of Distribution Projects may not change the Form Long-Term Contract.

[REDACTED]