

Appendix A – Bidder Response Form

Section 83E II
Request for Proposal
Application Form

Applicant Information

Applicant: **River Mill Storage, LLC**

Contact: **Gus Hadidi, Managing Director of Rhyland Energy**

Address: **750 Lexington Avenue, 9th Floor, New York, NY 10022**

Phone: [REDACTED]

Email: [REDACTED]

**** For Existing Resources, please complete the following information request fully but note where questions do not apply because the system exists or is operating.**

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

The Certification, Project and Pricing Data (“CPPD”) document is a Microsoft Excel workbook that is provided on the website at www.MACleanEnergy.com.

See Attachment A.

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, energy storage technology to be deployed, commercial operation date, pricing (\$/CPEC or environmental attribute), etc. is encouraged. Bidders submitting multiple Transmission Projects or Distribution Projects must provide an executive summary for each project.

[REDACTED]

in your document dated [REDACTED]. River Mill recognizes the essential role that battery energy storage systems play in strengthening grid reliability, facilitating renewable energy integration, and advancing the transition toward a sustainable energy future. This proposal has been carefully developed to align with the objectives and requirements set forth in the

[REDACTED]

land at 406 Middlesex Road, Tyngsborough, Massachusetts. The facility proposes utilizing Tesla Megapack 3 lithium-ion battery units, which are fully compliant with NFPA 855, UL 9540, and UL 9540A safety standards.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

River Mill has been thoughtfully sited to avoid direct impacts on regulated resources. Comprehensive site reviews have been conducted in close cooperation with state and local agencies. These evaluations confirm that the project location is both appropriate and environmentally responsible.

[REDACTED]

[REDACTED]

[REDACTED]

Proposal Summary Table

Item	Detail
Project Name	River Mill Energy Storage Facility
Location	406 Middlesex Road, Tyngsborough, MA
Bidder	
Capacity (MW)	
Duration (hours)	
Technology	
Interconnection	
Queue Status	
Commercial Operation Date (COD)	
Zoning & Permitting	
Contract Term	
Pricing	

Section A-3: Operational Parameters and Operational Schedule

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

- i. Identify if New or Existing Facility, or an upgrade to Existing Facility:

New Facility

- ii. Technology Type (e.g., mechanical, chemical, thermal):

Chemical

- iii. Technology Description (e.g., battery chemistry, thermal storage medium):

Tesla Megapack 3 lithium-ion systems, UL 9540/9540A certified, NFPA 855 compliant. Integrated battery and thermal management systems with factory-installed safety systems, organized into groupings of

[REDACTED]

[REDACTED]

- 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):

Four 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.

[REDACTED]

[REDACTED]

- **Daily Operation:** The system is configured for 4 hours continuous charge/discharge per day, or partial cycling as market conditions and Clean Peak Certificate windows dictate.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Availability	[REDACTED]				
SOC Management					
Ramp Capability					
Market Participation					
CPEC Priority					

Environmental Attribute Delivery	Tr En NE mo	
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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]

By charging during renewable or high-import surplus and discharging at peak hours, the BESS reduces local congestion, lowers curtailment risk for nearby clean resources, and can defer or right-size future transmission upgrades that would otherwise be required to move

[REDACTED]

	Energy Storage Charging Windows	
Clean Peak Season	Wind-based Charging Hours	Solar-based Charging Hours
Spring	12:00 AM – 6:00 AM	8:00 AM – 4:00 PM
Summer	12:00 AM – 6:00 AM	7:00 AM – 2:00 PM
Fall	12:00 AM – 6:00 AM	9:00 AM – 3:00 PM
Winter	12:00 AM – 6:00 AM	10:00 AM – 3:00 PM

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

[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]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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

Tesla Megapack 3 is a factory-assembled, utility-scale lithium-ion energy storage system manufactured by Tesla, Inc. The Megapack 3 is UL 9540 / UL 9540A certified and NFPA 855 compliant, and each unit includes an integrated Battery Management System (BMS) and Thermal Management System (TMS) with factory-installed safety systems.

[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.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

¹ [Megapack – Utility-Scale Energy Storage | Tesla](#)

² [Tesla Lands \\$2.7 Billion Megapack Deal with Georgia Power, Pending PSC Approval - Drive Tesla](#)

³ [Georgia Power requests PSC permission to build and own 3GW of new battery storage projects - Energy-Storage.News](#)

⁴ [Tesla Second Quarter 2026 Production, Deliveries & Deployments | Tesla Investor Relations](#)

⁵ [TSLA-Q2-2026-Update.pdf](#)

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.

River Mill will deliver Environmental Attributes, including Clean Peak Energy Certificates (CPECs), in full compliance with the Massachusetts Clean Peak Energy Standard. The system is registered as a Qualified Energy Storage System within the NEPOOL GIS and will transfer CPECs monthly to the distribution companies' accounts under the terms of

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[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.

River Mill will be registered as a Qualified Energy Storage System under 225 CMR 21.00 and will operate primarily to store and discharge renewable energy in alignment with the Clean Peak Energy Standard. The system will be eligible to generate CPECs based on the following characteristics:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[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.

[REDACTED]

[REDACTED]

[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).

Tesla's prescribed maintenance scope consists primarily of modular, unit-level tasks
[REDACTED], **such as torque and calibration checks, visual inspections,**
[REDACTED]
[REDACTED]

[REDACTED]

Maintenance Type	Interval	Duration per Unit	Scope of Work	Impact on Facility	Effect on Bid
Annual maintenance					
Major component replacements					
Emergency/unscheduled					
Full-site outage					

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]

[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.

The Project will deliver Environmental Attributes associated with qualified Clean Peak energy discharges into the Distribution Companies' NEPOOL GIS accounts via standard monthly certificate issuances and sub-account transfers. Once qualified under the



ACCOUNT INFORMATION

Company ID:	19901
Company Name:	Rhynland Energy Holdings LLC

Section A-5: Financial and Legal

For all project-specific questions in Section A-5, if bidding in multiple Transmission Projects or Distribution Projects, please answer each question for each Transmission Project or Distribution Project being bid.5.1 Except for existing Energy Storage Systems, which do not need to demonstrate that a long-term contract under Section 83E II 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]

i.

[Redacted]

ii.

iii.

[Redacted]

[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.

The Project is owned by SR1 Rhyndland HoldCo I, LLC, which is a partnership between the developer (Rhyndland Energy Holdings, LLC) and capital provider (Segue Sustainable Infrastructure, through the fund it manages - Segue Renewables I, LLC) for these projects. A detailed organization structure can be found in Attachment B.

[REDACTED]

[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:

- iv. 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]

■ The project's existing financial structure and projected financial structure

[REDACTED]

■ Expected sources of debt and equity financing

[REDACTED]

[REDACTED]

■ Estimated construction and other costs to develop and operate the project

[REDACTED]

■ The projected capital structure

[REDACTED]

■ 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]

[REDACTED]

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

See Attachment C for overview of relevant experience from Segue and Rhyndland Energy.

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.



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.

Not applicable to Bidder or affiliates of Bidder.

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]

■

[REDACTED]

■

[REDACTED]

■

[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.

See Attachment D.

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.

See Attachment B.

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.

[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.

Not applicable to Bidder or affiliates of Bidder.

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, 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 Inflation Reduction Act (IRA) and the OBBBA Bidders should 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]

[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.

Not applicable to Bidder or affiliates of Bidder.

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 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.

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?

No

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.

None

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.

None

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.

None

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.

None

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.

None

5.26 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).

Confirmed

5.27 Identify all regulatory and other approvals needed by Bidder to execute a binding sale agreement.

None required

5.28 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.

River Mill will conform fully to all Federal Energy Regulatory Commission (FERC) requirements applicable to energy storage resources interconnected within the ISO-NE control area. As a merchant storage facility interconnected at the transmission level, the project will not seek cost-of-service rate recovery but will participate in ISO-NE's

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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:

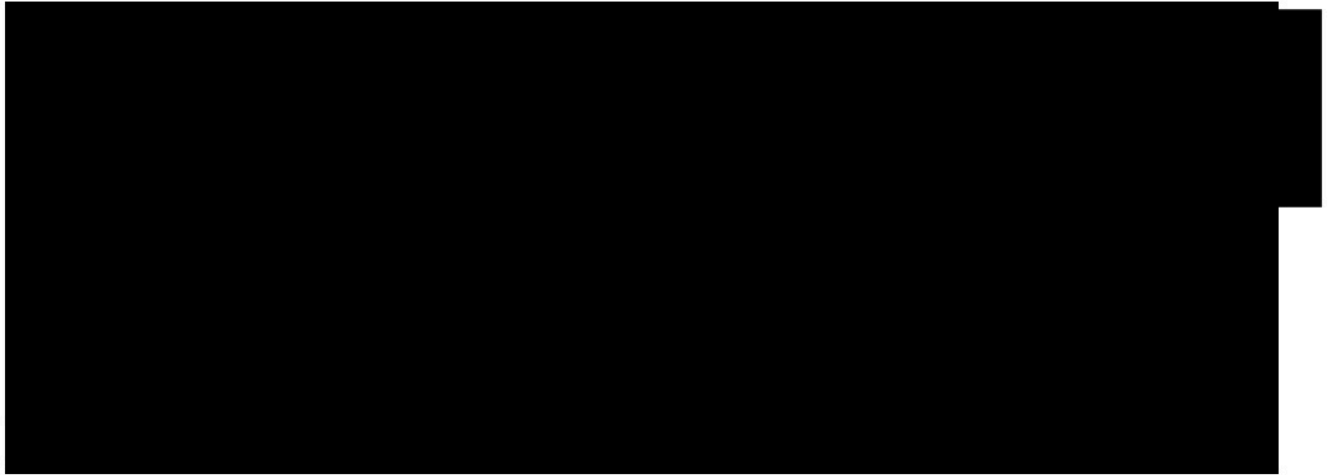
- i. Corporate or other joint arrangements, joint ventures, joint operations whether control exists or not;
- ii. Minority ownership (50% or less investee);
- iii. Joint development agreements;
- iv. Project agreements;
- v. Operating segments that are consolidated as part of the financial reporting 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

No direct or indirect affiliations between Bidder or its affiliates.

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.



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. will interconnect at an equivalent to the Capacity Capability Interconnection Standard. 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]

The Transitional Cluster Study has been completed and identifies the interconnection facilities and Network Upgrades required for the Project. River Mill will complete the

[REDACTED]

[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:

See Attachment F for the draft Interconnection Agreement

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

None.

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.

Not Applicable.

6.4 Please provide cost estimates for any necessary network 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. Power flow modeling data attached: [REDACTED] 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: [REDACTED] If none, please explain:

See Attachment H.

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.

[REDACTED]

See general layout in Attachment I.

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]

[REDACTED]

[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:

See Attachment I.

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.

- 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)

See Attachment J.

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)

[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]

corridor that blends commercial and industrial activity with limited residential. 406 Middlesex Road lies along a key commercial stretch of the Route 3 corridor. This zoning

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

[REDACTED]

[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.

[REDACTED]

[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]

Stakeholder Mapping

Stakeholder Group	Interest/Role
Government	Regulation, Policy, Funding
Academia	Research, Education, Innovation
Industry	Commercialization, Investment, Market Expansion
Investors	Funding, Return on Investment
Non-Profit Organizations	Advocacy, Public Awareness, Social Impact
Media	Public Awareness, Information Dissemination
Community	Local Impact, Social Responsibility
Suppliers	Raw Materials, Logistics
Distributors	Market Access, Sales Channels
Customers	Product Demand, User Feedback
Competitors	Market Competition, Innovation Pressure
Partners	Collaboration, Resource Sharing
Regulators	Compliance, Safety Standards
Public	General Interest, Social Impact

The Project has engaged with project abutters, including calls to ensure nearby property owners were informed of the Project's scope, permitting timeline, and mitigation measures. This activity is consistent with best practices for stakeholder engagement and demonstrates

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:

[REDACTED]

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.

See Attachment I.

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

The Bidder commits to procuring and installing Tesla Megapack 3 equipment only in accordance with the final OEM listing, installation instructions, applicable UL 9540 and

[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.

[REDACTED]

[REDACTED]

- i. **UL 9540 — Energy Storage Systems and Equipment.**
- ii. **UL 1973 — Batteries for Use in Stationary Applications.**
- iii. **UL 1741 and IEEE 1547 — Power Conversion and Interconnection Equipment.**
- iv. **UL 9540A — Thermal-Runaway Fire-Propagation Test Data.**

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]

[REDACTED]

[REDACTED]

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

See Attachment M for the site-specific draft emergency response and safety training plan.

[REDACTED]

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

See Attachment M for the site-specific emergency response and safety training plan.

[REDACTED]

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]

[REDACTED]

[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.

[REDACTED]

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.

[REDACTED]

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

[REDACTED]

[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.

River Mill will maintain a continuous improvement approach to safety that is practical and verifiable. The project will undergo annual third-party audits and quarterly internal reviews, with findings tracked and corrected promptly. Communication protocols between

[REDACTED]

8.6 Please describe reporting protocols, both internally and externally.

[REDACTED]

[REDACTED]

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.

[REDACTED]

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.

No

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.



See Attachment M for the draft ERP.

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.

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
- 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).
- iii. Manufacturer of each of the equipment components listed above as well as the location of where each component will be manufactured.
- iv. Status of acquisition of the equipment components, including whether orders are in place and/ or production slots secured
- 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
- vi. Equipment vendors selected/considered
- vii. Track record of equipment operations, including safety record
- 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
- ix. Description of equipment warranties and guarantees, including terms and expiration
- 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

River Mill has advanced its preliminary engineering plan with Tesla Megapack 3 identified as the Energy Storage System and a clear procurement strategy for balance-of-plant



Question	Response
i. Type of energy storage technology	Chemical energy storage using lithium-ion (LFP) in Tesla Megapack 3
ii. Major equipment to be used	
iii. Manufacturer of each component	
iv. Status of acquisition	
v. Contract for equipment	
vi. Equipment vendors selected/considered	
vii. Track record of equipment operations	
viii. Certifications and standards	
ix. Warranties and guarantees	
x. Procurement strategy (if not yet selected)	

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.

River Mill has advanced its equipment selection process and has identified Tesla Megapack 3 as the preferred solution for the DC-side Energy Storage System. Tesla has a proven track record with utility-scale projects in ISO-NE, CAISO, and ERCOT, and OEM

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]

technology has proven reliability and scalability.

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.

Not applicable.

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]

[REDACTED]

[REDACTED]

See Attachment N for the Tesla Megapack 3 datasheet.

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.

[REDACTED]

[REDACTED]

Project Schedule

Milestone / Project Element	Start Date	End Date / Completion	Notes
Preliminary Engineering & Design			
Site Plan Review (Planning Board)			
Conservation Commission Approval			
Building Permit			
ISO-NE Cluster Study / Interconnection			
Financing Close (Debt/Tax Equity)			
Equipment Procurement (Tesla Megapack 3)			
EPC Contracting & Mobilization			
Onsite Construction			
Commissioning & Testing			
Commercial Operation Date			
Guaranteed COD			

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.

River Mill is well-positioned to achieve commercial operation by the proposed COD, with substantial progress completed across permitting, interconnection and engineering. The

[REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]

vii. Evidence of material vendor activity:

[REDACTED]

[REDACTED]

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

River Mill Critical Path Timeline

Milestone	Status / Progress	Expected Completion
Site Control	[REDACTED]	[REDACTED]
Environmental Due Diligence		
Conservation Commission Permit		
Equity Financing		
Vendor Engagement		
ISO-NE Interconnection		
Building Permit		
Project Financing		

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.

River Mill will be deployed using a proven utility-scale battery installation approach, executed in sequential phases to ensure efficiency and quality control. Initial site preparation and civil works will include clearing, grading, drainage installation, access

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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

River Mill will use a modular, phased staging and deployment strategy designed to minimize on-site congestion, optimize labor efficiency, and reduce construction risk.

[REDACTED]

[REDACTED]

[REDACTED]

[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]

[REDACTED]

Tesla has been identified as the supplier of the Megapack 3 systems. Tesla's scope will include design, manufacturing, factory testing, delivery, and installation support for the energy storage units, including integrated inverters, and BMS systems. Discussions are

[REDACTED]

[REDACTED]

[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.

O&M for River Mill will be managed under a long-term service agreement between the project entity and Tesla, supplemented by on-site staff services provided by Rhyndland and/or additional contracted support where needed. Tesla will provide 24/7 remote

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]

[REDACTED]

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

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [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]

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

[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]

[REDACTED]

The Sponsor's plan is to secure a long-term O&M agreement aligned with ISO-NE operational requirements.

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

[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.

Through the SR1 Rhyndland Holdco partnership, the team has independently and jointly delivered multiple utility-scale renewable and storage projects, further strengthening its

[REDACTED]

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

[REDACTED]

infrastructure – demonstrates not only River Mill’s ability to execute at scale but also the continuity of management and proven capability of the SR1 Rhyndland Holdco partnership to deliver bankable, technically sound projects on time and within budget. Further project

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:

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

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.

See Attachment C. References can be provided upon request for specific projects due to the

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.

Not applicable

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.

[REDACTED]

[REDACTED]

Rhynland Energy brings the experience, expertise, and continuity necessary to successfully deliver River Mill on schedule and consistent with all procurement commitments. The company's partners have collectively built, acquired, owned, and operated more than 10

[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.

[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.

Not applicable to Bidder or affiliates of Bidder.

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.

River Mill will create meaningful employment across Massachusetts and in the Tyngsborough region during development, construction, and operations. In the development phase (), the project will support 10–20 professional jobs such as

[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]

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

By integrating EJ considerations into both planning and implementation, the Project ensures equitable distribution of benefits.

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.

Not applicable.

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]

River Mill also provides structural economic benefits to communities historically reliant on fossil-fuel generation by reducing the need for peaking units in the region. By siting in Tyngsborough, within proximity to Environmental Justice populations in the Merrimack

[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 to the project.

[REDACTED]

[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.

Consistent with Section 2.2.2.13 of the 83E II RFP, River Mill has developed a Diversity, Equity, and Inclusion (DEI) Plan that includes both a Workforce Diversity Plan and a Supplier Diversity Program Plan. These commitments reflect our core values and recognition of the Commonwealth's priorities in promoting broad-based economic

[REDACTED]

[REDACTED]

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

[REDACTED]

- [REDACTED]
- [REDACTED]

-

[REDACTED]

River Mill's DEI approach reflects a strong commitment to building a workforce and supply chain that are inclusive, equitable, and aligned with the Commonwealth's clean

[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.

[REDACTED]

[REDACTED]

-
-
-

[REDACTED]

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.

No changes are currently proposed.

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]

[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.

The River Mill development team brings decades of collective experience in stakeholder engagement across a wide range of energy infrastructure projects. Our development team has consistently demonstrated the ability to build and maintain productive relationships

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]
commitment to inclusive dialogue, iterative feedback, and culturally informed planning. We recognize that successful project development depends not only on technical execution,
[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

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.

