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reNEWS

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27 April 2022

US training outfit taps European knowhow for offshore workforce

Massachusetts-based National Offshore Wind Institute and global skills body OPITO are to sign a partnership deal at IPF 2022 to support thousands of new jobs in the booming US offshore wind energy sector. **p2**

Social and environmental justice 'vehicle for success'

Developing local content, reaching out to diverse communities and ensuring environmental justice will be a key topic at IPF 2022. **p3**

Long-lasting benefits on the line for America

IPF host Business Network for Offshore Wind's CEO Liz Burdock argues the US industry's value will not be captured in a race to the bottom cost structure as seen in Europe. **p4**

Off-take strategies next order of business for New York lease winners

Winning developers of the \$4.37bn New York Bight offshore wind leasing round have set their sights on off-take agreements for their projects. **p5**

THE INTERVIEW reNEWS

Today, Womble Bond Dickinson's Lisa Rushton, Belton Zeigler and Art Howson **p6**

Day 1 IPF highlights p7

Strong appetite for May Carolinas sale

The Wilmington East Wind Energy Area seabed auction is next on the US offshore agenda and looks set to be a hot topic at IPF 2022.

Interest in the two zones in the area up for grabs off the Carolinas, with a potential for 1.3GW of capacity according to the Bureau for Ocean Energy Management, is expected to be strong.

Ahead of speaking during an IPF panel on What Happens after the New York



(pictured) said he expects the Wilmington sale on 11 May

Ocean Wind prize for Burns & McDonnell

Missouri-based Burns & McDonnell has secured two engineering, procurement and construction contracts for the onshore component of the 1.1GW Ocean Wind project off New Jersey.

The awards, announced ahead of IPF, cover the substations at the wind farm's two cable landing points of Oyster Creek and BL England,

to be competitive "but less so than the recent New York Bight auction given the very different market framework in North Carolina".

"We are currently evaluating our plans for that auction."

RWE was successful in securing a seabed lease in the New York Bight round through its partnership with National Grid Ventures.

Eaton added: "New York is just the first step for us in building our offshore business in the Americas. Our goal in the US is to build a portfolio of development opportunities that span both coasts and the Gulf of Mexico.

"With auctions set to take place across the US in the next two years, we are

actively engaged in each of these communities to better understand the opportunities that will be presented by each auction."

Attentive Energy also secured a New York Bight seabed lease and is now preparing an off-take bid for New York's next capacity solicitation, expected this summer.

Parent company TotalEnergies is on the qualified bidder list for the Wilmington auction.

Attentive managing director Damian Bednarz said: "I think the New York Bight auction was very unique in that there were six areas.

"There was pent-up demand in a high-demand area like New York and New Jersey. There was a lot of work done early.

"North Carolina will be competitive. It remains to be seen at what level.

"I would probably fast-forward to some point at the end of the year, maybe the fourth quarter, when you are talking about California.

"I believe that has an incredible lot of interest as well."

WEDNESDAY'S HIGHLIGHTS

Domestic Manufacturing

Laura Berne, president of Vestas North America, gives her view on how to build a homegrown supply chain in the US.

09:58-10:05 Plenary Room (Hall A)

Visions for the US Market

Hear from the industry on what needs to be maintained, changed or tossed to establish an effective offshore wind market.

10:35-10:42, Plenary Room (Hall A)

Government Remarks

Join US Secretary of Energy Jennifer Granholm as she marks the end of the morning panel sessions with the department's view on offshore wind advancement.

11:55-12:05, Plenary Room (Hall A)

A durable project

This hour-long workshop will look at the importance of geotechnical parameters and show how digitisation can reduce cost and extend the operational use of foundations and cables.

13:15-14:15, Room 308

Social networking

Catch up with the industry and unwind with colleagues at this late-night Scotch and Champagne event.

21:30-23:30, Ocean Casino Resort — The Park



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US training outfit taps European knowhow for offshore workforce

Massachusetts-based National Offshore Wind Institute (NOWI) and global skills body OPITO are to sign a partnership deal at IPF 2022 to support thousands of new jobs in the country's booming £100bn offshore wind energy sector.

The agreement aims to provide the leadership in training, standards and workforce development necessary for offshore wind to achieve its full transformational

potential in the US, they said. In collaboration with NOWI, the skills body will be looking at how it can adapt programmes such as its All Energy Career Pathways strategy and its multi-stakeholder Energy Skills Alliance to help drive the opportunity in the US.

Working together, the partners are committed to ensuring the US energy workforce is ready for

tomorrow, they added. OPITO head of energy transition Andy Williamson said: "We recognise our leadership role in transforming the training, development and safety standards in the US energy industry, making them fit for purpose and ready for this brave new, net zero carbon world.

"The agreement between NOWI and OPITO harnesses unique energy experience

across two continents. US offshore wind is nascent while Europe is extremely advanced.

"As of 2020, Europe generated more than 25GW from more than 5400 offshore wind turbines. However, the US, with Massachusetts in the lead, is now on the cusp of a great energy transition that will in turn require a huge skills transition.

"The US offshore wind energy industry will be worth an estimated \$109bn in the next decade as it targets generation of 30GW by 2030." According to the US Bureau of Labor Statistics, the role of wind turbine service technician will be the second-fastest growing job in the country to the end of the decade, by which point the clean energy industry will employ nearly 1 million



STANDARDS: OPITO's Andy Williamson Photo: OPITO

people in the US. To meet this incoming demand, NOWI is recognised as a national hub for training the new offshore wind workforce, developing the skills competence and certification to meet the US demand for offshore wind workers.

Headquartered in Aberdeen, Scotland, OPITO is the global skills body for the worldwide offshore energy industry.

With more than 230 training centers worldwide, it trains more than 375,000 people on OPITO's portfolio of qualifications and standards each year.

Supply chain center of focus for New York

Supply chain growth will be a major topic at this year's IPF, according to New York State Energy Research and Development Authority CEO Doreen Harris.

At the event, New York and New Jersey will be partnering on a forum to connect companies from both states with developers and suppliers to learn about opportunities

related to building up the offshore wind industry in the region.

In addition, the US-EU Energy Council is convening a forum to facilitate a discussion between American and European private sector and government leaders about policies needed to accelerate investment in offshore wind projects and developing a

domestic manufacturing base.

Harris said: "The recently finalized State Budget includes a nation-leading \$500m in funding for supply chain investment, which will allow the offshore wind industry to continue to grow, provide cutting-edge jobs and ensure New York remains the nation's hub for offshore wind development."

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Social and environmental justice 'vehicle for success'

Developing local content by reaching out to diverse communities and ensuring environmental justice will be a key topic at IPF 2022.

Damian Bernarz, managing director of TotalEnergies Renewables USA subsidiary Attentive Energy, who will be speaking at the event, said it is critical the industry adopts this approach.

"A lot of developers establishing themselves in the United States recognise that this is a critical constituency, that it is a critical source of talent and is a critical source of support to make these projects a reality."

Attentive has been

focused on engaging with communities in the three years running up to its success at the recent New York Bight auction, where it secured its first seabed lease.

Bernarz said that if developers believe these communities need to be involved in offshore wind projects, you have to meet them where they are.

"It is very easy to say, very difficult to do. The time and effort you will put in now will pay massively in the future."

Attentive has been holding offshore wind "expos" in areas such as Queens, New York, to reach into communities that might not have heard of



REACHING OUT: Damian Bernarz Photo: Attentive Energy

the growth of the industry in the US.

Bernarz said: "Some students came up to us and had never heard of it."

He added that the Covid pandemic, which forced recruitment and interviews to be carried out virtually, led to more people applying and getting jobs in offshore wind, often from communities that would not have considered doing so previously.

"It has allowed people to come from more diverse backgrounds," he said.

Attentive wants these new recruits to "have their fingerprints" on the strategy and development of the business, Bernarz added.

"We are very realistic in knowing that we are not the first. There has been a lot of great work done to date by our colleagues.

"We can only stress the fact that we have a completely open door and want to create that dialogue.

"We are hungry learners and are open to ideas on how to do it better."

Teamwork vital for future grid, says Anbaric transmission chief

Transitioning to the 'grid of the future' able to accommodate the power generated by the roll-out of US offshore wind will be up for discussion at IPF 2022.

Anbaric president of transmission Clarke Bruno, who will be joining an industry panel on the subject, said: "The grid is not ready yet. It is getting there."

He pointed to the agreement between New Jersey and regional transmission organization PJM as a good example of how to get the grid working for offshore wind. Together they are building a network with 6400MW of capacity.

"The virtue of that approach is it saves money for the ratepayers and results in fewer cables; it protects the environment and creates competition among offshore wind generators. It is a proven approach that works here in the US.

"(Governor Phil) Murphy's administration and PJM are really getting the grid ready for this expansion of a transformational amount of renewables," Bruno added.

The challenge is that the

interconnection process was originally designed at a time when people were building incremental amounts of power.

There is also a "regulatory" problem about how to approach the interconnection process and upgrades are needed as some parts of the grid at Long Island and Cape Cod are not ready to absorb thousands of megawatts of new power.

Finally, the planning system needs to consider multiple projects rather than just considering one at a time. Clarke added that New England is "beginning to move in this direction".

HDVC technology "will be the future of the offshore grid", the Anbaric man argued, which will also complement and provide additional reliability to the onshore grid.

However, Clarke said that when thinking about the grid of the future it might be a mistake to focus on the needs of current projects.

"You should plan the grid for the next 50 years. It shouldn't be for today's goals. It should be for the next several decades."

IN BRIEF

■ Rise Light & Power and Delaware River Partners are to develop a New Jersey site for a cable manufacturing facility to serve the US offshore wind industry. Rise said it is prepared to invest millions in the plant at Delaware River Partners-owned Repauno Port & Rail Terminal in Greenwich Township.

■ The US Bureau of Ocean Energy Management has opened for public comment the draft environmental assessment for the up to 3GW Morro Bay Wind Energy Area off California. Interested parties have until 6 May to comment.

■ The New Jersey Economic Development Authority (NJEDA) has secured board approval to enter

an agreement with Salem County Vocational Technical School to support the expansion of the school's offshore wind-related painting and welding programs.

Under the agreement, the NJEDA will provide up to \$200,000 to help prepare students and workers for jobs in heavy steel offshore wind component manufacturing.

■ The team behind Vineyard Wind has launched Vineyard Offshore to focus exclusively on the development of North American offshore wind. The senior management team will be led by chief executive Lars Pedersen, who was recently CEO of Vineyard Wind, the company building the first commercial scale offshore wind project in the US.

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Walk-to-work upgrade at Orsted sites

Ampelmann has signed a deal to provide its E1000 motion-compensated system to facilitate operations during construction of Orsted's South Fork, Revolution and Sunrise US offshore wind farms.

The agreement with marine transportation and towing business Otto Candies will see the contractor fit its walk-to-work system to inspection,

maintenance and repair vessel Paul Candies in the third quarter of 2023.

The rig will provide safe access for personnel working on the turbines and will be used to hoist cargo, equipment and tools of up to a metric ton. The deal marks Netherlands-headquartered Ampelmann's first contract in the US offshore wind market.



Offshore wind will power America's green energy future

Vineyard Wind 1 will be the first commercial-scale offshore windfarm to be built in the US. AVANGRID and Iberdrola are helping to turn a sector with promise into a sector that prospers.



Long-lasting benefits on the line

I am excited to welcome those attending the Network's annual International Offshore Wind Partnering Forum (IPF), North America's premier offshore wind conference.

Each year I anticipate the business partnerships and business deals forged at IPF as well as the many platforms we have over the three-day conference to tackle issues key to the offshore wind industry's adoption and growth.

There is a lot to be excited about at this year's IPF. It will be the first time two governors address attendees, that the US Federal Energy Regulatory Commission chairman joins us to discuss grid and transmission, that we host a joint US-EU Business Forum, and the first time we will welcome delegations from Brazil, Canada and Germany.

In the short time since we last met in August 2021, the US industry has taken monumental steps forward.

New investments were

Business Network for Offshore Wind CEO Liz Burdock (right) argues the US industry's value will not be captured in a race to the bottom cost structure as seen in Europe



announced to build towers, cables and monopiles in Maryland and Massachusetts. The federal government approved the second US commercial-scale project and laid out a realistic and ambitious timeline to expand leasing on three coasts. And the US market's emergence was on full display as the New York Bight lease auction resulted in \$4.37bn for six new lease areas.

Amid all these gains, at IPF we do not shy away from difficult topics. The stories coming out of Europe are a clear warning signal for the future of the US industry.

The continent's prioritization of the lowest price has left the industry in a weakened position and at risk of larger economic and political forces.

The world is setting ever-increasing development goals and any disruptions to an already strained supply chain will put individual projects and entire country's development goals at risk.

To build a sustainable industry in the US, we must change the conversation to focus on the value offshore wind provides. Done right, offshore wind can create well-paying jobs across the US and be a major economic driver in coastal cities like Atlantic City.

Communities both near and far from coastlines will benefit by having their homes powered by affordable, clean energy delivered on newly improved, reliable and durable transmission systems.

All Americans will benefit from the security of developing

our own energy resources and rebuilding a manufacturing base to support the industry. These are major, long-lasting benefits whose value is not captured or nurtured in a race-to-the-bottom cost structure.

Expectations for offshore wind to address complex environmental, social and economic issues are real.

They are issues that as an industry I am proud to say we have fully embraced, saying: "Yes, we can build an industry to power the future, put thousands to work and mitigate climate change".

But we can only deliver on those promises if our system properly values benefits while still constraining costs, especially among impacted communities. The promise

of jobs, new factories and redeveloped ports ready for the next century will remain just a promise if we demand the same price wars seen in Europe.

We are at a critical point. Let us use this opportunity wisely; let's have these conversations with our partners in the public and private sphere so that as our goals grow larger, we can meet them. After all, offshore wind is a once in a generation opportunity.

With nearly 2500 attendees, this is the largest IPF to-date. I encourage you to introduce yourself to an unfamiliar face and learn about one of the new companies in our Startup Alley. You never know where those new relationships will take your business and our industry.

IPF attendees will be actively working to solve the supply chain problem. But time is of the essence; we must work together to put more steel in the water faster than ever. ■

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Off-take strategies the next order of business for New York Bight lease winners

Winning developers of the \$4.37bn New York Bight offshore wind leasing round have set their sights on off-take agreements for their future projects.

Some of the successful bidders are planning bids when the New York State Energy Research and Development Authority (NYSERDA) as well as the New Jersey Board of Public Utilities (NJBPU) open capacity solicitations in the second quarter of this year and January 2023, respectively.

As part of the process for building offshore wind farms in the US, developers are required to submit proposals to state authorities. The latter then selectively award contracts to deliver energy to the grid.

Community Offshore Wind, a joint venture between RWE of Germany and the UK's National Grid previously named Bight Wind Holdings, secured a lease for the largest acreage in the New York sale, which it believes could host a 3GW wind farm.

Vice president and deputy project director Nabil Hitti told reNEWS the developer intends to bid into NYSERDA's solicitation. The company recently provided feedback on draft competition proposals.

Community Offshore Wind is also considering solicitation options with the NJBPU and is assessing the entry requirements, he added.

Permitting for the lease area is underway and the joint venture is engaged in discussions with supply chain players as well as local communities and stakeholders along the East Coast.

"After the auction is when the real work begins for RWE with our partner National Grid Ventures," said RWE's Sam Eaton.

"We look forward to building our offshore business in the US, constructing a

Successful development teams in the BOEM's record-breaking offshore wind lease auction in February eye New York and New Jersey solicitations among other options, writes **Dan Woodland**

network of trust in the local communities by creating opportunities to deliver clean energy, good local jobs and private investment."

Shell and EDF 50-50 joint venture Atlantic Shores is also eyeing bids for the New York and New Jersey off-take competitions while at the same time keeping its options open to other East Coast markets.

"At the moment we are deciding on our exact strategy and our exact approach," said commercial and finance director Joris Veldhoven. "Final bid decisions will be taken by our board as and when we have the final Requests for Proposals."

Atlantic Shores finalised the lease for its OCS-A-0541 site with the Bureau of Ocean Energy Management last week, which potentially could accommodate a 1.5GW development.

Veldhoven said the company is now drafting mandatory development plans as part of the contract conditions, some of which require submission within 120 days of the official signing.

Atlantic Shores has already hired vessels to undertake an "extensive" offshore survey campaign starting in May while an open-house consultation for local communities is expected later this year, he added.

Elsewhere, Ocean Winds North America chief executive Michael Brown said the Engie-EDPR venture will "strongly" consider all solicitation opportunities to develop its 1.7GW Bight lease area.

"New York and New Jersey

are generally very attractive and are a visible manifestation of how seriously those states take the opportunity to build a new clean industry," he added.

Site investigations, environmental data gathering and surveys for the project are expected to take place this year along with outreach to key regional and governmental stakeholders, Brown said.

Newcomer Invenergy Wind Offshore is allowing a wider timeframe to engage in solicitations across the two states with the upcoming bidding rounds still in mind.

"Depending on our evaluation of competitiveness and the market conditions at the time, we anticipate the project will participate in an off-take competition within the next two years," said vice president and head of offshore development Joshua Weinstein.

Capacity in its OCS-A 0542 lease area was evaluated at "2GW or more" and is expected to be in operation before the end of 2030.

Invenergy is exploring investment opportunities in the offshore wind supply chain and will look to source local expertise for project development and future operations organization teams, Weinstein said.

Fellow lease winner and TotalEnergies subsidiary Attentive Energy's managing director Damian Bernarz said: "We are actively pursuing the development of a proposal for New York's third solicitation, which we anticipate coming out soon." ■

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THE INTERVIEW reNEWS

Law firm Womble Bond Dickinson is no stranger to the US offshore wind market. Here, practitioners **Lisa Rushton**, **Belton Zeigler** and **Art Howson** speak to reNEWS about the next hurdles facing the industry

Q Does WBD foresee new permitting challenges as the US opens more of its seabed for offshore wind development?



Lisa Rushton

LR: Unless there is a programmatic Environmental Impact Statement prepared for offshore wind development along each coast we need to expect there will be legal challenges to each construction and operation plan proposed.

The back and forth on the scope of cumulative impacts that must be considered within an EIS is not advancing development within the US. As we move into the Gulf Coast and California, the analysis will necessarily be different and BOEM will be somewhat back to square one with its EIS analysis.

BZ: An additional permitting challenge, broadly speaking, may involve the siting of more extensive electric transmission upgrades to interconnect offshore wind. As offshore wind development progresses, the ability to use existing interconnection sites or offset existing power flows will be reduced and more complex transmission upgrades and siting may be required.



Belton Zeigler

Q How do you see floating wind developing in the US and what obstacles do you see to scaling up this technology?

LR: For the West Coast floating is really the only option. The high-voltage cables must move with waves and currents throughout their lifetime and essentially hang from the floater to the seabed. Such cabling has far more movement compared with those attached to the seabed in static offshore wind farms and pose considerable technological challenges. Larger vessels and longer installation periods are required to assemble and fit all the accessories needed along these dynamic cables.

BZ: On the transmission front, on the West Coast in particular, the north-south transmission corridors are well inland and there is limited ability to effectively interconnect major offshore assets to load centers. Offshore transmission corridors may be needed.



Art Howson

Q Last year saw the project financing of a commercial-scale US offshore wind farm. How are banks getting comfortable

with construction risk in this largely nascent market?

AH: Offshore wind financing in the US to date has involved loans made by very large banks to developers backed by large sponsors with strong balance sheets, and that will likely continue in the near term. Projects supported by equity commitments from companies with significant liquidity are expected to lead the way in successful financial closings going forward.

Lenders have indicated they're willing to provide construction loans on a more conservative loan-to-value basis than is typical for more well-established technologies, meaning a larger portion of the capital stack must come from equity investments. Following completion of the project, term loans that mature sooner than comparative financing for onshore assets will likely be the norm as the industry develops a proven track-record.

Q Who do you see as the main off-takers for offshore wind power in the US and is there a role for green hydrogen production this decade?

LR: For the near term, the primary off-takers will be the utilities. However, green hydrogen changes the dynamic and we do see a role for green hydrogen in this decade.

BZ: Low cost offshore energy will attract green hydrogen production where it is available. We are seeing demonstration projects in the UK now and it is only a matter of time before the US exploits it.

Q What can the Biden administration do to encourage more investment in this sector and reach its goal of 30GW by 2030?

LR: It needs to stop changing the goalpost for a National Environmental Policy Act analysis. Every time we make changes to NEPA, it provides an opportunity for a legal challenge to BOEM's EIS analysis. Until legal challenges to the COPs stop, development will be stymied. Come July, there will be a moratorium on further leases for OCS development from NC to Florida. Congress needs to act and modify or withdraw the moratorium or future development in the Carolinas and other southern states will necessarily stall. ■

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Wednesday highlights

Keep Leasing, Toss The Process, Change the Market

Liz Burdock, President & CEO Business Network for Offshore Wind.

Atlantic City Convention Center, Plenary Room (Hall A), 08:30-08:40

\$4.37 Billion, 30GW by 2030, Big Numbers = Big Plans. What Happens After the Bight?

Moderator: Matt Palmer, President, WT USA Wood Thilsted
 Joshua Weinstein, Vice President, Head of Offshore Development, Invenergy
 Jane Cohen, Executive Director for the Governor's Office on Climate Action, State of New Jersey
 Joris Veldhoven, Commercial and Finance Director, Atlantic Shores
 Doreen Harris, President and CEO, New York State Energy Research and Development Authority
 Plenary Room, 09:15 – 09:50

Building a Diverse, Equitable, and Inclusive Offshore Wind Workforce

Nabil Hitti, US Director, National Grid Ventures
 Sheila Y. Oliver, New Jersey Lieutenant Governor (Invited)
 Damien Bednarz, Managing Director, Attentive Energy

Jamie Lescinski, Director of Business Development, Boskalis Offshore Energy
 Allison Zogas, U. S. Labor Relations Manager, Ørsted
 Plenary Room, 10:05-10:35

Transitioning to the Grid of the Future: Industry Perspectives

Andy Geissbuehler, CEO, Atlantic Power Transmission
 Kent Herzog, Senior Managing Director, 1898 & Co.
 Clarke Bruno, President, Transmission Anbaric
 Clint Plummer, CEO, Rise Light and Power
 Jennifer Ayers-Brasher, Senior Director, Transmission & Interconnection RWE
 Plenary Room, 11:10 – 11:35

Lunch Briefing: Vessels

Sponsored by American Bureau of Shipping (ABS), Winston & Strawn LLP, DEMA Offshore USA
 Atlantic City Convention Center Room 312, 12:15-1:15

US-EU Business Forum – US and European Commission High-Level Official Remarks

Amanda Lefton, Director, Bureau of Ocean Energy Management
 Ditte Juul Jørgensen, Director-General, Directorate-General for Energy (DG ENER)
 Master of Ceremonies: Giles Dickson (CEO, WindEurope)
 Atlantic City Convention Center Room 311, 13:40-14:00

US-EU Business Forum – Reaching America's 30GW by 2030 Offshore Wind Energy Goal

Damian Bednarz, MD, Attentive Energy

David Hardy, CEO, Ørsted Offshore North America
 Tristan Grimbert, President & CEO, EDF Renewables
 Robert Blue, CEO, Dominion Energy
 Atlantic City Convention Center room 311, 14:00-14:45

US-EU Business Forum – Advantages for Building an Offshore Wind Manufacturing Base in the US as part of the Global Supply Chain

Moderator: Cristina Lobillo Borrero (Director, Directorate-General for Energy)
 Doreen Harris, President and CEO, New York State Energy Research and Development Authority
 Steve Dayney, Head of Offshore North America, Siemens Gamesa Renewable Energy, Inc.
 Tim Sullivan, CEO, NJEDA
 Ketil Arvesen, Vice President, Fred. Olsen Windcarrier
 Atlantic City Convention Center room 311, 15:00-15:45

US-EU Business Forum – How US-EU Commercial Partnerships Can Support the Development of Offshore Wind Projects Worldwide

Moderator: Dr. Monica Gorman (Deputy Asst. Secretary for Manufacturing, United States Department of Commerce)
 Laura Beane, President, Vestas North America
 Pedro Azagra Blázquez, Corporate Development Director, Iberdrola
 Jan Kjaersgaard, CEO, GE Renewable Energy Offshore Wind
 Aaron Smith, CCO, Principle Power
 Atlantic City Convention Center room 311, 16:00-16:45

Workshops – Exploring the Potential for Offshore Wind Projects in The Great Lakes

Walt Musial, Principal Engineer, Offshore Wind Lead, National Renewable Energy Laboratory
 Greg Lampman, Offshore Wind Team Lead, NYSEERDA
 Sherryl Huber, Offshore Wind Project Manager, New York State Energy Research & Development Authority
 Mark Severy, Research Engineer, Coastal Sciences, Pacific Northwest National Laboratory
 Dr. Sarah Courbis, Sr Marine Scientist & Regulatory Specialist, Worley Group Inc.
 Joe DeLosa, Manager, The Brattle Group
 Atlantic City Convention Center room 308, 16:00-17:00

US-EU Business Forum – Closing Remarks

Ditte Juul Jørgensen, Director-General, Directorate-General for Energy (DG ENER)
 Kelly Speakes-Backman, Principal Deputy Asst. Secretary for Energy Efficiency & Renewable Energy, United States Department of Energy
 Atlantic City Convention Center room 311, 16:45-17:00

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