

**EXHIBIT D  
APPLICANT’S ORGANIZATIONAL, MANAGERIAL, AND TECHNICAL  
EXPERTISE**

OAD 345-021-0010(1)(d)

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**OAD 345-021-0010(1)(d)** *Information about the organizational expertise of the applicant to construct and operate the proposed facility, providing evidence to support a finding by the Council as required by OAR 345-022-0010, including:*

## D.1 APPLICANT'S PREVIOUS EXPERIENCE

(A) *The applicant's previous experience, if any, in constructing and operating similar facilities.*

Ecoplexus (Company) is a leading global developer of solar photovoltaic (PV) generation facilities for the commercial, municipal, and utility markets. The Company's central development focus is on utility-scale solar PV facilities in the 20- to 100-megawatt (MW) range, along with large-scale government and commercial solar installations. By the end of 2019, the Company will have developed and constructed over 300 MW of direct current, renewable generation facilities in the United States (U.S.) alone (see Table D-1) and closed financing transactions totaling in excess of \$550 million. Ecoplexus is currently developing over 3.5 gigawatts (GW) of utility-scale assets across the U.S., Mexico, and Asia. The Company's in-house capabilities are augmented by best-in-class consultants, engineers, legal counsel, and accounting professionals who allow the Company to consistently deliver institutional investment-grade assets in complex regulatory environments utilizing sophisticated transaction structures. Moreover, Ecoplexus maintains deep relationships with a broad range of financial counterparties, including Fortune 500 utilities, national banks, and leading insurers, thus providing access to global capital markets for both construction and permanent financing, tax equity, and asset ownership. Ecoplexus is headquartered in San Francisco and has offices in Raleigh-Durham, Dallas, Tokyo, Mexico City, Bangkok, and Ho Chi Minh City.

Given that battery storage is a new and emerging segment of the solar market, like most developers, Ecoplexus does not yet have direct experience installing battery storage. However, the Company was awarded two power purchase agreements through a competitive solicitation with one of the largest utilities in the U.S. for two facilities with battery storage. The first facility delivers 75 megawatts of alternating current (MW-AC) solar energy with a 25-MW/50-megawatt-hour (MWh) battery storage system. The second facility delivers 40 MW-AC of solar energy with a 13.5-MW/27-MWh battery storage system. Both facilities are scheduled to be constructed and placed into service by the end of 2021.

**Table D-1. Summary of Ecoplexus Solar Projects by Commercial Operation Date**

Project Location and Name (United States Projects)	Status	Commercial Operation Date	MW-DC	MW-AC
Multiple Locations - California MASH Portfolio	Operational	2010-2011	2.62	2.20
Yuba City, CA - Yuba City	Operational	8/31/2011	0.15	0.13
Santa Clara County, CA - Santa Clara County	Operational	12/27/2011	0.94	0.79
San Carlos, CA - SBWMA	Operational	12/28/2011	0.77	0.64
City of Milpitas, CA - City of Milpitas	Operational	Nov/Dec 2011	1.23	1.03
San Bernardino, CA - Little Zion	Operational	11/28/2012	0.20	0.17
City of Watsonville, CA - City of Watsonville	Operational	11/29/2012	0.61	0.51
Jamestown, CA - Jamestown	Operational	12/29/2013	1.94	1.63
Sparta, GA - Sparta	Operational	5/7/2014	1.00	0.84
Grand Junction, CO - Grand Junction	Operational	10/10/2014	2.00	1.68
Sterling, CO - CDOC	Operational	10/13/2014	0.50	0.42
Sterling, CO - Horner	Operational	10/28/2014	2.00	1.68
Elm City, NC - Langley	Operational	12/23/2014	7.00	5.00

**Table D-1. Summary of Ecoplexus Solar Projects by Commercial Operation Date**

Project Location and Name (United States Projects)	Status	Commercial Operation Date	MW-DC	MW-AC
Cordova, NC - Pecan	Operational	12/29/2014	7.00	5.00
Fayetteville, NC - Carter	Operational	12/31/2014	7.00	5.00
Shawboro, NC - Shawboro	Operational	9/9/2015	25.92	21.77
Claremont, NC - Old Catawba	Operational	12/15/2015	4.51	4.00
Asheboro, NC - Little River	Operational	12/18/2015	6.54	4.80
Aulander, NC - Bradley	Operational	12/30/2015	6.08	4.80
Whitakers, NC - Watson Seed	Operational	12/31/2015	24.62	20.68
Mebane, NC - Ouchchy	Operational	12/31/2015	4.00	3.20
Snow Hill, NC - Thorton	Operational	12/31/2015	6.51	4.80
Williamston, NC - Meadows	Operational	6/8/2016	25.92	21.77
Corning, CA - Corning WWTP	Operational	6/30/2016	0.71	0.59
Richmond, CA - Richmond Lab	Operational	6/30/2016	2.90	2.44
Sacramento, CA - Franchise Tax Board	Operational	6/30/2016	3.36	3.00
Murfreesboro, NC - Benthall Bridge	Operational	12/29/2016	6.50	4.64
Aulander, NC - Baker	Operational	12/29/2016	6.50	4.64
Kirby, NC - Turkey Creek	Operational	1/30/2017	17.55	14.74
Robersonville, NC - Flat Meeks	Operational	10/26/2017	7.00	5.00
Roanoke, NC - American Legion	Operational	12/30/2017	21.00	17.64
Kenyon, MN - Stolee	Operational	3/2/2018	4.50	3.00
Wyoming, MN - Wyoming 2	Operational	3/13/2018	7.00	5.00
Cottage Grove, MN - Cottage Grove	Operational	4/28/2018	7.00	5.00
Taylors Falls, MN - Fox	Operational	8/9/2018	7.00	5.00
Wheeling, MN - Feely	Operational	7/27/2018	4.50	3.00
Murfreesboro, NC - Vaughn's Creek	Operational	12/29/2017	25.99	19.99
Elon, NC - Manning	Operational	12/13/2018	7.00	5.00
Marysville, CA - DOT Marysville	Operational	3/14/2018	0.52	0.45
Mather, CA - OES Headquarters	Operational	5/11/2018	1.01	0.85
Rancho Cordova, CA - Gold Camp	Operational	8/23/2018	1.19	0.99
San Simeon, CA - Hearst Castle	Operational	11/15/2018	0.61	0.48
Represa, CA - Folsom SP and CSP Sacramento	Operational	5/21/2019	1.64	1.33
Randolph, MN - Randolph	Operational	6/7/2019	7.00	5.00
Randolph, MN - Felton	Operational	6/7/2019	7.00	5.00
Sacramento, CA - DOJ Broadway	In Construction	To be determined	2.83	2.44
Calipatria, CA - Calipatria	In Construction	To be determined	8.16	6.00
Imperial, CA - Centinela	In Construction	To be determined	8.16	6.00

**Table D-1. Summary of Ecoplexus Solar Projects by Commercial Operation Date**

Project Location and Name (United States Projects)	Status	Commercial Operation Date	MW-DC	MW-AC
Chino, CA - CA Institute for Women	In Construction	To be determined	1.34	1.00
Grandy, NC - Grandy	In Construction	To be determined	21.00	18.00
<b>Total</b>			<b>328.02</b>	<b>258.78</b>

Note: MW-DC = megawatts of direct current

## D.2 QUALIFICATIONS OF APPLICANT'S PERSONNEL

*(B) The qualifications of the applicant's personnel who will be responsible for constructing and operating the facility, to the extent that the identities of such personnel are known when the application is submitted.*

**John Gorman, Chief Executive Officer** – Mr. Gorman has co-lead the development of a 3.5-GW development portfolio of solar projects with Ecoplexus and managed the successful completion of 60 solar projects for utilities, municipalities, and commercial enterprises. Mr. Gorman's previous roles were as Chief Executive Officer of a mobile phone software and service provider in Beijing, China, and Founder and Chief Operating Officer (COO) of Servista Limited, a United Kingdom (UK)-based provider of outsourced business process and software and billing solutions to some of the largest competitors in the UK retail electricity/gas and telecommunications industry. Mr. Gorman has an MBA from London Business School.

**Erik Stuebe, President** – Mr. Stuebe has co-lead the development of a 3.5-GW development portfolio of solar projects with Ecoplexus and managed the successful completion of 60 solar projects for utilities, municipalities, and commercial enterprises. Mr. Stuebe has over 25 years of business experience in corporate finance and general management. Before founding Ecoplexus, Mr. Stuebe started and grew a consumer products company, Blue Marlin Corp., to over \$25 million in sales. He also formerly worked at Kidder, Peabody in investment banking and Trammell Crow Company in real estate development. Mr. Stuebe is a graduate of Harvard Business School and holds a BS in Finance from the University of Minnesota.

**John E.P. Morrison, COO** – Mr. Morrison has overseen the engineering, procurement, construction, and operations and maintenance of over 60 ground-mounted solar facilities totaling approximately 400 MW. Formerly as COO of Strata Solar, he was instrumental in helping Strata grow from \$3 million to over \$450 million in annual revenue. Mr. Morrison also served as Assistant Secretary of Energy for North Carolina, and was Vice-President of Operations for Advanced Energy, an energy efficiency company. He has more than 25 years of operations and energy experience and holds an MBA from Harvard Business School, as well as an MS in Mechanical Engineering from Stanford.

Other staff members who will be responsible for the development, construction, operation, and potentially the retirement of the Madras Solar Energy Facility (Facility) include:

- Senior Vice President, Development and Origination – Scott Piscitello
- Director of Project Development – Nathan Rogers
- Director of Permitting – Jon Bortle
- Director of Civil Engineering – Jim Halley
- Director of Electrical Engineering – Chuck Ladd
- Director of Project Operations – Gary Eberhart
- Transmission Planning Manager – Fernando Blanco
- Interconnections Manager – Jacob Pundyk

### D.3 QUALIFICATIONS OF KNOWN CONTRACTORS

*(C) The qualifications of any architect, engineer, major component vendor, or prime contractor upon whom the applicant will rely in constructing and operating the facility, to the extent that the identities of such persons are known when the application is submitted.*

Madras PV1, LLC (Applicant), whose parent company is Ecoplexus, has not yet selected an architect, engineer, major component vendors, or a prime contractor. However, Ecoplexus maintains extensive relationships with a variety of top-tier civil and electrical engineers, solar module and racking manufacturers, and engineering/procurement/construction firms. Ecoplexus will select key vendors and contractors from this pool of qualified candidates prior to final engineering and construction of the Facility.

### D.4 APPLICANT'S PAST PERFORMANCE

*(D) The past performance of the applicant, including but not limited to the number and severity of any regulatory citations in constructing or operating a facility, type of equipment, or process similar to the proposed facility.*

The only complaint or citation that either the Applicant or its parent company, Ecoplexus, has received in connection with the development, construction, operation, or retirement of any of its solar projects consists of a Notice of Violation issued by the North Carolina Department of Environmental Quality (NCDEQ) in connection with the failure of certain erosion control measures for a project that was under construction in Cumberland County, North Carolina. In this instance, the failure was, in large part, due to the severe rains that plagued the area during November and December of 2014. Ecoplexus expeditiously pursued to completion all measures required to bring the site back into compliance, and NCDEQ took no further enforcement actions.

#### IF NO PREVIOUS EXPERIENCE

*(E) If the applicant has no previous experience in constructing or operating similar facilities and has not identified a prime contractor for construction or operation of the proposed facility, other evidence that the applicant can successfully construct and operate the proposed facility. The applicant may include, as evidence, a warranty that it will, through contracts, secure the necessary expertise.*

The Applicant has previous experience through its parent company. Therefore, this requirement is not applicable.

### D.5 ISO-CERTIFIED PROGRAM

*(F) If the applicant has an ISO 9000 or ISO 14000 certified program and proposes to design, construct and operate the facility according to that program, a description of the program.*

The Applicant does not propose to design, construct, and operate the Facility according to an International Organization for Standardization (ISO) 9000 or ISO 14000 certified program.

### D.6 MITIGATION

*(G) If the applicant relies on mitigation to demonstrate compliance with any standards of Division 22 or 24 of this chapter, evidence that the applicant can successfully complete such proposed mitigation, including past experience with other projects and the qualifications and experience of personnel upon whom the applicant will rely, to the extent that the identities of such persons are known at the date of submittal.*

Most of Ecoplexus's operational projects are sited on lands for which habitat mitigation was not required (for example, former corn or soybean fields). To date, the only mitigation Ecoplexus has been required to perform for any of its projects consisted of providing hay bale nesting structures for burrowing owls at a project for the State of California Department of General Services at Calipatria State Prison in Calipatria, California.

However, Ecoplexus was one of the earlier industry pioneers of planting pollinator-friendly and native plant species in its solar facilities, which is designed to provide habitat uplift by taking land that had been severely degraded by intensive monocrop agriculture and reintroducing certain plant species that encourage colonization and propagation of various pollinators. One of its

operational facilities in North Carolina is registered as pollinator “pit stops” with the North Carolina Butterfly Highway program under the North Carolina Wildlife Federation, which is a “highway” of connected pollinator habitats throughout North Carolina, providing monarchs and other pollinators with milkweed and other flowering native plants that provide food and shelter. Ecoplexus is also working with a major environmental nonprofit to study the diversity of pollinators present at two of its pollinator-friendly projects.

In designing and executing mitigation actions and requirements, Ecoplexus relies on in-house expertise and on the selection and management of qualified outside contractors from firms such as Jacobs Engineering Group Inc. (Jacobs). Ecoplexus’s in-house expertise includes the following types of solar project experience:

- Habitat Mitigation – Involved in the implementation and management of conservation easements for San Joaquin Kit Fox on a 102-MW solar project in central California.
- Revegetation – Managed revegetation during and after construction of more than 1 gigawatt of solar projects throughout the U.S.
- Weed control – Managed weed abatement (Russian thistle) on numerous projects including a 579-MW solar project in southern California.

In addition, Jacobs biologists and ecologists have designed numerous habitat enhancement projects throughout the Pacific Northwest and nationwide, including wetland and habitat restoration and mitigation and riparian enhancement for multiple energy and transportation projects in Oregon. The following are recent examples of mitigation designed by Jacobs:

- Habitat mitigation enhancement and monitoring for PacifiCorp Wallula-McNary 30-mile-long, 230-kV transmission line in Umatilla County, Oregon. 2019.
- Revegetation plan for Avangrid Renewables, LLC, Montague Wind Power Facility – Phase 1, in Gilliam County, Oregon. 2019.
- Revegetation analysis and maintenance recommendations for Gala (Avangrid) Solar Project in Prineville, Oregon. 2018.
- Emergency Environmental Response and Revegetation Analysis for Eagle Creek fire in Columbia River Gorge, Oregon, on behalf of Union Pacific Railroad. 2017.
- Revegetation plan for Camas Waterline Replacement Project in Camas, Washington, on behalf of City of Camas. 2018.
- Ruby Pipeline revegetation monitoring from Klamath Falls, Oregon, to Uinta County, Wyoming, for Kinder Morgan. 2012-2015.

To the extent that mitigation is required for the Facility, the Applicant will draw on the expertise of best-in-class consultants to ensure compliance with applicable state and federal laws and to implement best practices for enhancing biodiversity in the local ecoregion.